Independent Evaluation Office
United Nations Development Programme

INDEPENDENT COUNTRY PROGRAMME EVALUATION

URUGUAY

Independent Evaluation Office
United Nations Development Programme

INDEPENDENT COUNTRY PROGRAMME EVALUATION
URUGUAY

REPORTS PUBLISHED UNDER THE ICPE SERIES

Afghanistan
(Islamic Republic of)
Albania
Algeria
Angola
Argentina
Armenia
Azerbaijan
Bahrain
Bangladesh
Barbados and OECS
Belarus
Benin
Bhutan
Bosnia and Herzegovina
Botswana
Brazil
Bulgaria
Burkina Faso
Cambodia
Cameroon
Chad
Chile
China
Colombia
Congo (Democratic
Republic of)
Congo (Republic of)
Costa Rica
Côte d'Ivoire
Croatia
Cuba
Djibouti
Dominican Republic
Ecuador
Equatorial Guinea
Egypt
El Salvador
Eswatini
Ethiopia
Gabon
Georgia
Ghana
Guatemala
Guinea-Bissau
Guyana
Honduras
India
Indonesia
Iraq
Jamaica
Jordan
Kenya
Kosovo
Kuwait
Kyrgyzstan
Lao People's Democratic
Republic
Liberia
Libya
Malawi
Malaysia
Maldives
Mali
Mauritania
Mexico
Moldova (Republic of)
Mongolia
Montenegro
Morocco
Mozambique
Namibia
Nepal
Nicaragua
Niger
Nigeria
North Macedonia
Pacific Islands
Pakistan
Panama
Papua New Guinea
Paraguay
Peru
Philippines
Rwanda
Sao Tome and Principe
Senegal
Serbia
Seychelles
Sierra Leone
Somalia
Sri Lanka
Sudan
Syria
Tajikistan
Tanzania
Thailand
Timor-Leste
Togo
Tunisia
Türkiye
Uganda
Ukraine
United Arab Emirates
Uruguay
Uzbekistan
Viet Nam
Yemen
Zambia
Zimbabwe

INDEPENDENT COUNTRY PROGRAMME EVALUATION: URUGUAY

ACKNOWLEDGEMENTS

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) would like to thank all those who contributed to this evaluation.

IEO TEAM

Directorate: Isabelle Mercier (Director), Richard Jones (Deputy Director)

Country Programme Evaluation Section Chief: Ana Rosa Monteiro Soares

Lead Evaluator: Angela Naletilić

Research Analyst: Abel Gelman

Evaluation Consultant: Raul Guerrero

Internal and External Reviewers: Anna Guerraggio, Eduardo Gomez Rivero and Jorge Garcia-Garcia

Publication and dissemination: Flora Jimenez and Iben Hjorth

Administrative support: Sonam Choetsho and Walid Totakhil

The IEO could not have completed the evaluation without the support of the following:

STAKEHOLDERS AND PARTNERS

UNDP Uruguay staff: Alfonso Fernández de Castro (Resident Representative); Paloma Morazo Pérez (Deputy Resident Representative) and Sofia Cancela (Monitoring and Evaluation Assistant). Special thanks to Gabriel Bottino (former DRR), Magdalena Preve, Flavio Scasso and Virginia Varela (cluster leaders), Diego Iglesia (Operations Manager) and all staff for their valuable support and engagement.

Other stakeholders and partners: The Government of Uruguay and all partners and stakeholders who contributed their time and valuable insights to this exercise.

CONTENTS

FIGURES

BOXES

ACRONYMS AND ABBREVIATIONS

AccLab	Accelerator Lab
AGESIC	Agency of Electronic Government and Information and Knowledge Society
AUCI	Uruguayan Agency for International Cooperation
ANII	National Agency for Research and Innovation
ARCE	State Procurement Regulatory Agency
CCA	Climate Change Adaptation
CO	Country Office
CPD	Country Programme Document
CSO	Civil Society Organization
DIM	Direct Implementation Modality
DRR	Disaster Risk Reduction
GCF	Green Climate Fund
GEF	Global Environment Facility
IADB	Interamerican Development Bank
ICPE	Independent Country Programme Evaluation
IEO	Independent Evaluation Office
INAU	Institute for Children and Adolescents of Uruguay
LAC	Latin America and the Caribbean
M&E	Monitoring and Evaluation
MEF	Ministry of Economy and Finance
MIDES	Ministry of Social Development
MVOTMA	Ministry of Housing, Land Management and Environment
NAPs	National Protected Areas
NCC	Net Contributor Country
NIM	National Implementation Modality
OPP	Office of Planning and Budget
PMB	Neighborhood Improvement Programme
RCO	Resident Coordinator Office
SDGs	Sustainable Development Goals
SINAE	National Emergency System
SNAP	National System of Protected Areas
SSCT	South-South and Triangular Cooperation
UNCT	United Nations Country Team
UNDP	United Nations Development Programme

Evaluation Brief: Uruguay

Country profile

Uruguay, the second smallest country in South America with a high-income economy, is widely recognized as a model democracy in Latin America, grounded in strong institutions, consensus-driven policymaking, and robust protection of political and civil rights. Its stable constitutional framework and progressive social policies—from universal healthcare to LGBTIQ+ and reproductive rights—have reinforced an egalitarian welfare system and high public trust in institutions. Considered a laboratory of innovation, the country has pioneered advances in renewable energy, inclusive governance, and social protection, often influencing regional agendas. This record of stability and innovation coexists with persistent inequalities, climate vulnerabilities and the need to modernize public administration. Over the past programme cycle, Uruguay has navigated a shifting development landscape, balancing its strong democratic traditions and advanced social policies with emerging environmental, social, and economic challenges.

UNDP in Uruguay

Within this context, UNDP as a trusted partner of choice, was set out to leverage its convening power, technical expertise, and long-term presence to advance governance reforms, environmental transformation, sustainable finance and private sector innovation. The 2021–2025 UNDP country programme was anchored in inclusive, sustainable development, aligned with the UNSDCF and the UNDP Strategic Plan. UNDP's work focused on three strategic nodes: economic-productive transition for equality and sustainability; enhanced capabilities for social inclusion and citizen participation; and a new architecture of solutions for social cohesion –underpinned by resilience, LNOB, gender equality, human rights, innovation, research and global-local linkages.

With an estimated US$131 million budget share of the UNSDCF, the CO exceeded targets, executing 71 projects worth US$141.6 million and securing 13 pipeline initiatives. Proactive resource mobilization led to a 50 percent increase in government cost-sharing and a projected doubling of vertical funds, while strategic partnerships expanded with the World Bank, IDB, and CAF, notably advancing innovative financing and sustainable public transportation.

Findings and conclusions

The evaluation found that UNDP was pivotal in advancing inclusive and anticipatory governance in Uruguay—modernizing public institutions, strengthening citizen participation and opening new spaces for dialogue. Through catalytic investments, forward-looking approaches, and its role as a neutral convener, UNDP drove and facilitated agendas on governance innovation, digital public infrastructure, and participatory policymaking, bringing together Parliament, subnational authorities, political parties, the private sector, academia and civil society. Yet, deep structural change remains slow, and more inclusive coalitions—particularly those engaging marginalized groups—will be essential to move beyond centralized decision-making.

In environmental governance, UNDP's long-term engagement shaped national policies, built institutional capacities, and anchored climate, biodiversity and circular economy priorities into territorial planning. Its support for resource mobilization and technical staffing was critical to establishing and consolidating the Ministry of Environment. However, sustaining these gains will require stronger integration of environmental and economic agendas, backed by stable resources and clear incentives.

UNDP also played a key facilitating role in sustainable finance. By leveraging its neutrality and strategic partnerships, it was able to design innovative instruments linked to climate and social goals, foster multi-sector collaboration and act as an independent verifier to strengthen transparency. These efforts positioned Uruguay as a regional pioneer in sovereign sustainability-linked and social impact bonds; yet scaling impact will require embedding these tools into sector strategies, aligning them with national investment plans and engaging decision-makers.

In private sector engagement, UNDP shifted from compliance-focused work to transformative partnerships. The MOVÉS project and Renewable Energy Innovation Fund accelerated the decarbonization of public transport, proving that public–private collaboration can unite commercial viability with environmental ambition. Advances in waste management and the circular economy reflected similar progress, although scaling will depend on stronger regulatory enforcement and diversified financing.

Overall, UNDP's greatest impact came from leveraging its convening power, credibility, and sustained presence to catalyze institutional change and policy innovation. To consolidate and expand these achievements, the next phase will require deeper integration across governance, environmental and finance portfolios; stronger alliances with civil society and marginalized groups; reinforced gender equality work; and more strategic communication of results to sharpen UNDP's positioning.

Recommendations

To strengthen UNDP's work and relevance of its contributions in Uruguay in support of national development priorities, the Independent Country Programme Evaluation made four recommendations:

Recommendation 1: Strengthen joint analysis and intensify exchange and advocacy around shared supranational and regional development agendas. This entails leveraging cross-country knowledge exchange and strengthening technical, operational, and institutional capacities—while refining its value proposition, strategic investments and corporate systems to better address national and supranational challenges.

Recommendation 2: Continue to foster innovation and exploration as central to UNDP's added value in Uruguay. These innovation efforts should be co-designed with national and international partners—on contextually relevant, nationally driven solutions with clear institutionalization, cross-sector adoption and sustainable financing, leveraging its role as a convenor to advance development financing, South-South/triangular cooperation and knowledge sharing.

Recommendation 3: Focus on opportunities for new financial instruments and strengthening of governance structures and accountability frameworks. This implies continued focus on strengthening governance effectiveness, embedding sustainable financing within permanent systems and advancing territorial development and decentralization, while leveraging innovative public–private financing models to close funding gaps, address capacity constraints and enhance results-based management and measurement of impact.

Recommendation 4: Refine the Gender Strategy and leverage territorial advantages. This suggests focusing on one or two priority themes—such as the care economy and women's political participation—leveraging territorial strengths, strategic alliances, and evidence-based advocacy, while ensuring whole-of-office commitment, dedicated resources and robust M&E to drive transformative, measurable change on gender equality and inclusion.

CHAPTER 1

INTRODUCTION, METHODOLOGY AND CONTEXT

Objective and scope

Independent Country Programme Evaluations (ICPEs) assess the contribution of the United Nations Development Programme (UNDP) to development results at the country level. They offer evidence-based insights into the relevance, coherence, effectiveness and sustainability of UNDP's work, examining how well its interventions align with and strengthen nationally led efforts to achieve sustainable development.

ICPEs are conducted by the UNDP Independent Evaluation Office (IEO), in accordance with the UNDP Evaluation Policy.[1] Their dual objective is to strengthen accountability — to both national stakeholders and to the Executive Board — and to promote learning that informs the design of the next Country Programme Document (CPD).

This is the third ICPE conducted by the IEO in Uruguay. It covers UNDP work implemented under the umbrella of the 2021-2025 CPD, from January 2021 up to October 2024. As outlined in the evaluation terms of reference (Annex 1), the scope includes the UNDP Uruguay programme during this period, along with relevant interventions initiated in the previous programme cycle and that continued into the current one.

Approach and questions

The ICPE was conducted according to the approved IEO process and methodology and adhered to the United Nations Evaluation Group norms and standards.[2] The evaluation addressed four main questions:

1. To what extent has the UNDP country programme strategically addressed key national development priorities and the needs of its main stakeholders, notably those at risk of being left behind?
2. To what extent was UNDP able to adapt its positioning and programmatic response to shifts in context and other changes in the operating environment, leveraging comparative strengths?
3. To what extent were UNDP approaches and interventions successful in achieving the intended objectives of the country programme and contributing to broader, longer-term national development goals?
4. To what extent did internal and external factors influence UNDP's ability to deliver its programme efficiently and maximize contributions?

The evaluation assessed the performance of the country programme according to internationally agreed evaluation criteria: relevance, coherence, effectiveness, efficiency and sustainability.[3] (Detailed results are presented in Annex 5).

Methodology

The evaluation relied on information collected from a variety of primary and secondary sources in order to provide evidence:

- **Desk review** of primary and secondary data and information, including external and internal studies, research papers, UNDP documentation (strategies, projects, progress and final reports and Results-Oriented Annual Reports, evaluations and audits), along with UNCT documentation and other relevant materials.

- **Participatory workshop/ focus group discussions** with country office staff focusing on the CPD theory of change and gender action plans and mainstreaming.
- **Semi-structured interviews and focus group discussions** with 15 internal stakeholders and 108 programme stakeholders (52 percent women in total), including government institutions, international counterparts, private sector, civil society organizations, academia, local authorities and beneficiaries.
- **Direct observations and field visits** to project sites in the city of Montevideo and the departments (or districts) of Canelones and Rio Negro.
- **Analysis of gender mainstreaming** across the country programme and operations through utilization of the UNDP gender markers and the IEO Gender Results Effectiveness Scale (GRES).[4] Where possible, gender-disaggregated data was assessed against individual programme outcomes.
- A **selection of initiatives**, including non-project activities, allowed for a more in-depth assessment. Details and the list of initiatives are presented in Annex 3.

The report underwent rigorous internal and external quality assurance reviews before being shared with the UNDP Uruguay country office; the Regional Bureau for Latin America and the Caribbean; and the Government of Uruguay for comments. A stakeholder debriefing offered an additional opportunity to discuss the evaluation results and explore possible ways forward.

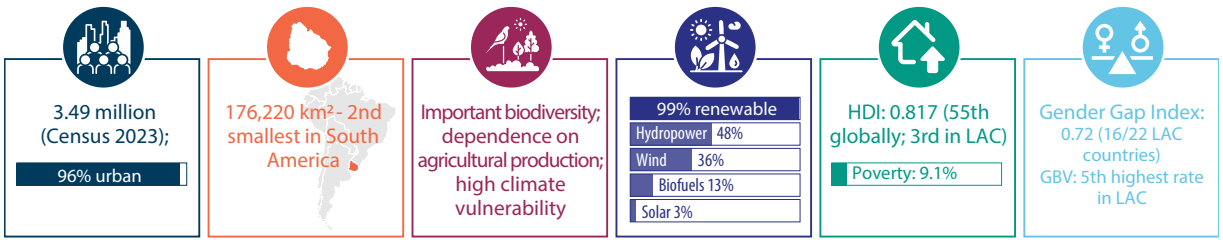
Challenges and limitations

The evaluation and in-country mission did not encounter significant limitations. Despite being in the final stretch of the general election campaign, stakeholder availability was notably high, including the highest levels of government. A flexible approach and an extended remote data collection phase allowed for broad and representative coverage of key informants.

The ICPE encountered two limitations, specifically regarding project-level evaluations. At the time of the ICPE, only five of 20 planned project evaluations had been completed, and these mainly covered environment, energy and climate change initiatives (i.e. GEF and GCF-funded evaluations). Initiatives in other thematic areas did not include or foresee external evaluations. In order to assess the results, relevance, and the scale of contributions, the evaluation relied on additional project documentation, including progress and final project reports, as well as systematizations, to triangulate quantitative and qualitative data.

Country context

FIGURE 1. Snapshot Of Uruguay



Within a framework of strong democratic governance, Uruguay's development and reform trajectory over the past years was marked by a mixture of progress, certain stagnation and in some cases, even setbacks in key development indicators. An outlier in the Latin American context, the institutionalized nature of State policies; consensus-building and the upholding of political and civil rights; and its welfare system made Uruguay a model democracy and an egalitarian society.[5] The economic growth cycles, constitutional stability and reliable institutionalism were considered hallmarks, along with progress around social inclusion policies and laws (i.e., universal healthcare and integrated care system, LGBTIQ+ and reproductive rights) and 'frontier' agendas.[6] Citizen confidence in public service performance and trust in institutions was historically high and above the LAC average.[7] As a high-income country, Uruguay's per capita income is more than double the LAC average, with the largest middle class in the region.[8]

Despite a positive and stable big picture[9] and efforts to drive social, economic and environmental policy and reform agendas forward, disparities and structural challenges persist. Economic growth and employment rates, as well as income inequality and poverty levels, especially among children, adolescents and Afro-descendants, plateaued in the years leading up to the COVID-19 pandemic, while the fiscal deficit continued to grow.[10] In 2020, the newly formed coalition government had to face these and other emerging challenges, resulting in a shifting agenda and priorities.

The uptrends in mental health burden,[11] people experiencing homelessness and rising prison populations,[12] and related issues of citizen insecurity and organized crime,[13] particularly in marginalized neighborhoods and settlements with high concentrations of at-risk populations, added to several longstanding structural challenges:[14]

1. An aging demographic structure, coupled with a low birth rate and emigration, which puts pressure on the pension system, long-term fiscal sustainability and ability of the care economy to deliver adequate and universal services;
2. Educational inequalities manifested in disengagement from secondary education, low educational outcomes, hindering odds for social mobility and employment for young people of lower socioeconomic backgrounds;
3. Persistence of areas of exclusion of at-risk populations due to geographic location and lower investments in infrastructure and services. In addition, limited capacities in policy implementation at the decentralized level continue to affect the quality of and the access to services, and spaces for civil and political participation;
4. Persistent disparities in women's participation, in politics, leadership and decision-making processes, economic and entrepreneurial activities (incl. gender pay gaps), and further increasing levels of GBV;[15]
5. An economic and productive model heavily reliant on natural resources that despite strides in energy transition and climate change adaptation, continues to show limitations, facing high climate risk exposure and gaps in diversifying, greening and adapting.

UNDP in Uruguay

Box 1. Summary of UNDP in Uruguay

- **Country status:** Net contributor country (NCC) since January 2018; no allocation of UNDP regular resources since 2019.
- **Performance:** Fully satisfactory (UNDP OAI audit 2024).
- **Gender Seal Certification:** Bronze level (2024).
- **Office human resource structure:** total workforce 44: 27 at the country office and 17 project-based. Women are 40% of staff and 66% of personnel (March 2024).
- **Funding structure:** 88% Government Cost Sharing, 5% Vertical Trust Funds, 3% Donor Cost Sharing and 4% others (i.e. funding windows and other trust funds).
- **DIM-NIM execution:** 93.7% of the budget executed through national implementation modality and 6.3% through direct implementation (Quantum data, February 2025).
- **Gender marker distribution:** GEN0 18%; GEN1 30%; GEN2 49%, GEN3 3% of initiatives currently being implemented.

Strategic and programmatic offer

The UNDP Country Programme for 2021-2025 was developed with the premise of greater value-add and increased relevance of UNDP in a NCC country like Uruguay. In the context of post-pandemic recovery, the CPD was also driven by the notion of a greener and more inclusive and comprehensive resilience, particularly focused social cohesion, promoting, catalytic innovation and a systemic perspective. The aspirational Theory of Change (ToC) guiding the country programme aimed to be: (i) disruptive and transformative, (ii) integrative, dynamic and flexible, and (iii) oriented towards increased relevance in its ways of addressing complex and multidimensional development issues.

The CPD entailed leveraging UNDP's strategic partnership role to promote innovative solutions, alliances and collaborations, and to foster knowledge sharing, while widening the space for structural transformation in initiatives supported or driven by the CO. By building on long-standing support to national efforts through both key operational and fiduciary services and technical assistance and advice, the focus was placed on a new generation of public policies, multi-stakeholder engagement and services and actions that address territorial gaps and persisting disparities.

In line with national priorities, the UN cooperation framework 2021-2025 for Uruguay and the UNDP Strategic Plan, the CO for Uruguay oriented its strategic and programmatic offer towards three critical nodes:

1. Economic-productive transition for equality and sustainability,
2. Enhanced capabilities for social inclusion and citizen participation and
3. A new architecture of solutions for social cohesion.

Cross-cutting these nodes were resilience building and collective well-being, as well as gender and human rights perspectives aimed at leaving no one behind (LNOB). Three enablers underpinning the strategy were: (a) Knowledge and research, (b) innovation and (c) linking global and local networks.

FIGURE 2. UNDP Uruguay programmatic clusters

This approach translated into 13 UNDP-specific CPD outputs and informed the programmatic work of the programmatic clusters. The cluster teams, each composed of an analyst and an assistant,[16] worked interconnected, managing relationships with counterparts and collaborators and implementing portfolios of initiatives associated with different CPD outcomes. In addition, a three-person Accelerator Lab was integrated during this cycle to support the innovation strategy and communications. Monitoring and evaluation, as well as gender mainstreaming were strengthened through the integration of new personnel and a multidisciplinary internal gender group. This was part of a restructuring process that responded to a commitment to a next generation UNDP and reflected findings and recommendations of the ICPE 2019, particularly around systems thinking to leverage integration.

Portfolios, CPD outputs and cross-cutting issues

UNDP expanded its work in areas of interest of the main government counterparts, reflected in increased resources and partnerships, as well as its contributions through non-project activities. Yet, at the time of the evaluation, some CPD outputs (including 1.4; 2.3; 2.4 and 3.2) had only implemented smaller initiatives (See Annex 3 for details).

FIGURE 3. UNDP Uruguay country programme outcomes, areas of engagement and project and funding snapshot[17]

Economic-productive transition for equality and sustainability		Convergence of capabilities for social inclusion and citizen participation		New architecture of solutions for social cohesion	
Resilience	Environment	Energy	Governance	Poverty & inequality	Gender equality
• Sustainable use & conservation of natural resources & biodiversity • Fulfilling international commitments • Gender-responsive climate change mitigation and adaptaion mesaures • Support to national innovation ecosystem and development financing		• Support to the public sector efficiency and modernization • Improved development /SDC planning, coordination, integration, and management capacities (subnational/national/international) • Enhanced civic and political participation of youth and women		• Support for participatory, integrated and sustainable human settlement planning and management • Improved public services delivery and State-Citizen interaction • Support for early childhood policies and programmes • Support to digital transformation and accountability frameworks	
Projects: 36 Planned CPD output: 5 CPD budget: US$ 35,817,000 Actual budget: US$ 26,681,653 Expenditure: US$ 17,639,831		Projects: 23 Planned CPD output: 4 CPD budget: US$ 39,803,000 Actual budget: US$ 39,719,178 Expenditure: US$ 29,061,189		Projects: 12 Planned CPD output: 4 CPD budget: US$ 55,405,000 Actual budget: US$ 75,925,449 Expenditure: US$ 50,912,215	

Cross-cutting aspects (including gender, youth and disability inclusion) and enablers were integrated across all outcomes and initiatives. Apart from some pilots at the local level, implementation remained focused on the national and departmental levels—in Montevideo, Canelones and Rio Negro. The digitalization footprint was evident, and innovative aspects were integrated and leveraged in many projects (62 percent and 46 percent respectively).[18]

Box 2. Financial and performance overview

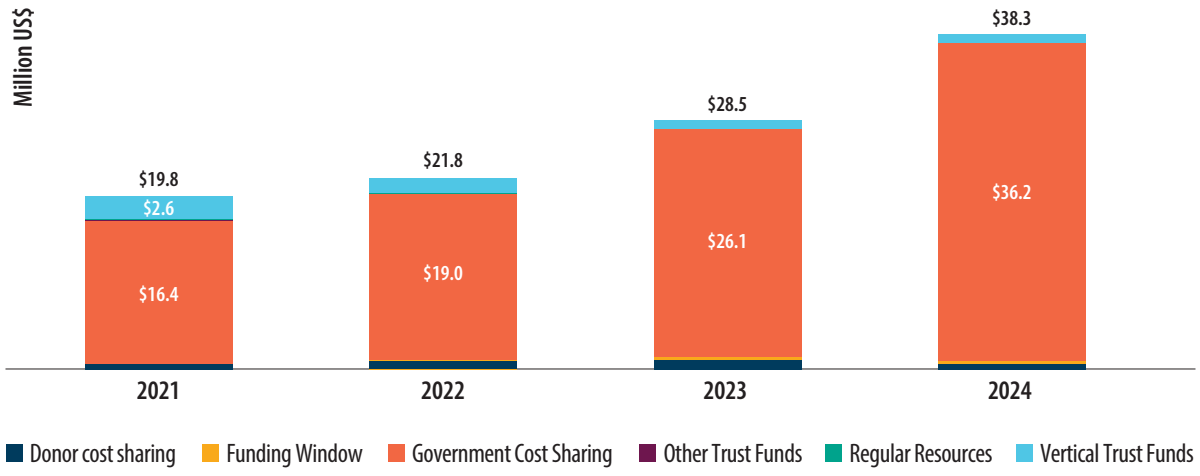
UNDP was expected to contribute to three out of four outcomes, with an estimated budget of US$131 million (75 percent) of the UNSDCF total resources.

Between January 2021 and December 2024, the Country Office executed 71 projects with a budget of approximately US$141.6 million, exceeding the indicative amount. 13 initiatives are in the hard pipeline (approx. US$14.2 million. Source: Quantum Partnership Opportunities).

The proactive resource mobilization and cost recovery strategy continued to prove successful with a significant increase in government cost sharing (approximately 50 percent over the previous cycle; from US$59 million to US$88 million) and a projected doubling of vertical funds (in implementation and pipeline).

UNDP signed new partnership agreements with the World Bank and Interamerican Development Bank, supporting innovative development finance instruments and worked to tighten the collaboration with the Development of Latin American and the Caribbean (CAF) (i.e., on sustainable public transportation).

FIGURE 4. UNDP programme expenditure by funding sources (February 2025)



The financial sustainability of the Country Office and its programmatic work remained highly attached to the demands of government counterparts and the need to maintain a high management efficiency and delivery rates. See details of financial performance in Annex 4.

CHAPTER 2
FINDINGS

This section is organized around four areas of analysis concerning the UNDP country office's work in Uruguay. These are addressed in an integrated manner along the lines of the critical nodes defined for the CPD 2021-2025. The assessment was conducted around four dimensions of analysis: (1) UNDP contributions to governance effectiveness; (2) UNDP contributions to catalytic solutions and sustainable financing; (3) UNDP contributions to social and territorial cohesion; and (4) UNDP institutional effectiveness. Evaluation findings are arranged by broader themes and interconnected and specific issues pertaining to each of the four dimensions. Each section also includes an analysis of underlying factors that contributed to change and achievement of development results, or those posed challenges. Emphasis is placed on best practices, lessons learned and gaps to be overcome for a broader adoption (i.e., sustainability, scaling, replication and mainstreaming).

UNDP contributions to governance effectiveness for inclusive and sustainable development

Introduction. UNDP's support to institutional frameworks and governance models addressed the need for modernization, innovation, and public sector adaptation. The country office increasingly focused on shaping systemic, transformative contributions by promoting emerging agendas and a new generation of public policies. It fostered multi-stakeholder dialogue, inter-institutional platforms, and cross-sectoral capacities to tackle complex challenges. Alongside this strategic role, providing demand-driven operational and administrative support for national policies and programmes remained the backbone of UNDP's work in Uruguay. Under the governance effectiveness pillar, contributions to CPD Outcome 1 (economic-productive transition for equality and sustainability) and Outcome 2 (capabilities for social inclusion and citizen participation) were assessed.

Finding 1: Effective, adaptive and anticipatory governance. UNDP forged new collaborations, notably with the Parliament and political parties and reaffirmed its strong commitment and ability to be at the forefront of new agendas. The efforts invested by the country office, with a small amount of seed funding, demonstrated its catalytic potential. Geared toward enhancing governance effectiveness, accountability to and participation of citizens, UNDP promoted approaches and practices that were more adaptive to new realities and the complexity of development challenges.

UNDP reaffirmed its value-add as articulator and knowledge broker in governance innovation, connecting global, regional and national agendas and a diversity of stakeholders around effective development-focused governance models. Its support in pursuing different strategies in a new political context and for a present and future-ready governance architecture was widely acknowledged in interviews. Three engagement approaches — Parliament and political parties; youth; academia and civil society— drove strategic innovation in this area:

- **Strengthening Parliament foresight capacity and public debate** through Parliament's Special Futures Commission.[19] The technical assistance and co-organization of dialogue spaces — especially the Second World Summit of the Committees of the Future[20] were central to this approach. As a new platform, it fostered collective reflection on future-oriented topics, such as the future of democracy and work, technology and artificial intelligence development, and societal change and impact. UNDP's support to regional and global knowledge exchange, the engagement of a diversity of stakeholders (i.e., parliamentarians, thematic experts, academia, private sector, civil society, international cooperation and regional integration platforms) and the positioning of critical issues in the public debate, were highly valued in interviews. The initiative helped showcase innovative approaches to democratic modernization and inclusive governance.

- **Enhancing youth political participation through the Inter-Party Youth[21] articulation** ahead of the electoral process in 2024. UNDP facilitated youth-led and intergenerational dialogues in and across political lines, culminating in consensus-based proposals for inclusive and future-ready democracy to address key challenges around employment, education, human development and security.[22] These were shared with presidential candidates and the public, gaining national and international visibility. Interviewees highlighted the process's success in transcending polarization and elevating the quality of political debate, drawing attention to the content of proposals and public policy responses.
- **Engagement of academia, experts, practitioners and civil society** in the generation and exchange of knowledge, experience and good practices to facilitate new opportunities for the innovation ecosystem. UNDP's role in connecting and convening a wide range of actors supported the building of collective agendas. Collaborations with national and international universities and partners—like the Spanish Cooperation Agency, BID Lab, the Uruguayan Agency for Innovation and Research (ANII) and the Agency of Electronic Government and Information and Knowledge Society (AGESIC) —enabled new research agendas,[23] knowledge dissemination and networking through events and seminars to promote the innovation agenda in the public sector.

Challenges, lessons learnt and future opportunities

Uruguay's slow-paced change processes, despite openness to dialogue and collective action, made it difficult to convert innovative governance ideas into concrete actions or policy influence. Strategies were yet to be defined and required further work. Electoral and economic cycles, along with some degree of instrumentalization of spaces by a few key players, challenged inclusive participation, particularly for women, youth, and marginalized groups. Limited seed funding available to support this line of work by UNDP further constrained sustained engagement at the subnational level.

While momentum and engagement were strong, especially around initiatives like the inter-party youth process, the risk of losing momentum post-elections without follow-up by political actors remained. Efforts to involve civil society and underrepresented groups were often centralized and ad hoc, highlighting the need for more structured and inclusive approaches. At the time of the evaluation, the country office began outlining a sustainability plan to continue engagement through subnational campaigns and articulation with political parties and Parliament.

There is significant potential to strengthen subnational governance and foster collaboration and spaces of convergence between state actors and civil society. Opportunities exist to build synergies with initiatives like *the Escuela de Gobierno*[24] (School of Government) and the PROPACI programme,[25] with other UNDP-supported initiatives, while also aligning with the work of UN Women, UNICEF and UNESCO in political participation, youth engagement, access to information and the role of media and the Parliament.

Finding 2: Policy support and institutional strengthening. UNDP's long-standing efforts in institutional strengthening and policy advisory remained the backbone of its value proposition, reputation and contributions. The flagship during this cycle was the support to Uruguay's environmental and climate governance to achieve sustainable production and consumption systems. Built on three decades of partnership with environmental institutions, the establishment of the new Ministry of Environment was a major milestone. Competing priorities, resource constraints and sustainability risks remained critical factors that challenged investment and future development.

UNDP substantially contributed to the institutional consolidation of Uruguay's new Ministry of Environment. Beyond conventional technical assistance, UNDP ensured the continuity of environmental initiatives during the ministry's formative phase in 2020, including the execution of the third IADB

institutional strengthening loan. While new structures and processes took shape, UNDP also supported the operationalization of the ministry by placing technical staff, facilitating internal coordination and redefining cooperation agreements. This strengthened DINACC's role as the central coordinating agency for climate-related activities, notably improving effective interinstitutional coordination, cross-sectoral collaboration and alignment of national priorities. The improvement of technical and operational capacities enabled the ministry to lead on emerging sustainable finance mechanisms. UNDP's efforts generated contributions and results in the following areas:

- **Strengthened environmental and climate change management.** Uruguay's approach to environmental challenges evolved with notable progress in transparency, evidence-based policymaking and adaptive strategies for climate change. UNDP assisted with the development of robust monitoring and evaluation systems, enhancing data reliability and sophistication of reporting—particularly for the revised Nationally Determined Contributions (NDC) and climate bond verification.[26] It also contributed to advancing the National System of Protected Areas (SNAP), with the National Biodiversity Strategy 2025–2030 as a key milestone. The revised NDC (2022)[27] and recent biodiversity protection targets presented at COP 16 marked further progress in climate adaptation and ecosystem protection. Building a cadre of experienced environmental professionals through UNDP-implemented projects, many of whom transitioned to permanent government roles, was another critical, although so-called 'invisible' UNDP contribution, to continued development of the sector.
- **Advancing environmental and climate policies.** Progress went beyond policy design, moving toward comprehensive implementation frameworks. UNDP's contributions were widely recognized in terms of ensuring continuity and expanding policy scope. The institutionalization of the National Climate Change Response System[28] (SNRCC) stands out, with UNDP supporting the development of sectoral National Adaptation Plans (NAPs) for various sectors (agriculture, coastal zones and cities) and strengthening the NDC to include more sectors and cross-cutting strategies. Through the Climate Promise, UNDP helped to integrate gender and intersectional perspectives into national environmental policies, including a new Gender and Climate Change Action Plan (SNRCC). It also supported broader stakeholder engagement and local approaches to climate adaptation and climate risk management, promoting the integration of social dimensions, such as through studies on the impact of climate risks on migration and loss and damage assessments.
- **Catalyzing a shift toward a circular economy and sustainable waste management.** UNDP further contributed to the development of the National Circular Economy Strategy and Uruguay's first integrated sustainable waste management policy, an unprecedented coordination effort between six ministries (Environment, Livestock, Industry, Economy, Transportation, Housing). It supported the regulatory framework for extended producer responsibility (REP) and expanded the Vale Packaging Management Plan, shifting from punitive to collaborative solutions and including waste classifiers in two new departments (Rio Negro and Soriano).
- **Bridging policy and implementation in Uruguay's transport sector transition.** UNDP helped transform the subsidy system away from diesel buses to an incentive for electric vehicles (EVs), aligning environmental goals with economic viability and accessibility of the extensive public transportation network. As part of Uruguay's broader energy transition, a new subsidy system was introduced to offset the high upfront costs of electric buses and infrastructure. Complementary incentives included reduced import tariffs for EVs and other zero-emission vehicles, grants for charging stations, and preferential energy rates. These incentives created a supportive economic environment for public and private stakeholders to invest in sustainable transportation solutions.[29]

The 'MIEM-UNDP-GEF MOVÉS' project piloted 30 e-buses with five public operators in Montevideo and two inter-urban buses in Canelones, demonstrating viability and encouraging investment. The initiative also promoted organizational change, integrating gender perspectives into business practices and urban mobility planning. The project catalyzed further investments from public and private actors by building a compelling financial case, contributing to Uruguay's second energy transition. These new investments included CUTCSA,[30] the main public transport operator, and other initiatives (MOVE, the Renewable Energy Innovation Fund) and the e-mobility fund of the Development Bank of Latin America and the Caribbean (CAF).

Challenges, lessons learnt and future opportunities

Despite progress, environmental and climate change initiatives in Uruguay operated in a context of severe resource constraints and reliance on project-based funding. This undermined the sustainability of key technical roles and coordination structures, many of which remained dependent on international cooperation. While some mechanisms—like the SNRCC—became institutionalized and offered replicable models, the long-term viability of other initiatives remained uncertain. Limited resources also hindered compliance with environmental regulations and the consistent implementation of monitoring systems, particularly in areas like protected area management.

The integration of biodiversity into economic decision-making progressed slowly, although some advances were achieved through sustainable finance. However, incentives and political buy-in for accountability and transparency frameworks—such as green budgeting—remained weak. Shifting public sector management toward results-based approaches remains a priority. A greater focus is needed on aligning results with national and sectoral sustainable development goals, beyond mere execution and delivery.

Box 3. The evolution of Uruguay's environmental governance and UNDP's longstanding support

Over the past three decades, Uruguay has shifted from a fragmented, project-based approach to a more integrated environmental governance framework. A key milestone was the creation of the Ministry of Environment in 2020, which strengthened the country's ability to prioritize and address environmental and climate challenges. Previously, these functions were housed within the Ministry of Housing, Land Management and Environment (MVOTMA), limiting prioritization and implementation.

With a stronger institutional foundation, the objective was to enable policies and actions on climate change, biodiversity conservation, pollution control and sustainable resource use. Throughout this process, UNDP remained a value strategic partner:

"UNDP has been recognized for its trajectory, knowledge and long-term vision. The new government turned frequently to UNDP for this knowledge and guidance."

"UNDP has been our consistent partner through multiple governments, helping us maintain our environmental priorities while building our capacity to address new challenges."

UNDP's support for resource mobilization through vertical funds and fund management were critical to secure the ministry's core functioning and to drive a more ambitious and innovative agenda.

As the Ministry continued to strengthen its leadership in national and international environmental initiatives, key milestones in its development included:

- New environmental governance frameworks and partnership agreements with international organizations and financial institutions to boost policy capacity.

- Legal and regulatory frameworks for environmental protection, pollution control, waste management, and climate resilience.
- Bolder climate commitments positioning Uruguay as a regional leader, including sustainable finance instruments and public-private partnerships supporting NDCs, biodiversity and renewable energy.
- Locally driven ecosystem and biodiversity initiatives involving communities, NGOs, authorities, and international partners.
- Public engagement and educational campaigns promoting participation and grassroots action.

Despite resource constraints and implementation challenges, the Ministry's evolution from its predecessor institutions reflects Uruguay's growing commitment to tackling complex environmental issues through integrated governance and a sustainable development lens.

Finding 3: Modernization of public administration, quality and efficient service delivery. In support of public sector modernization and digital transformation processes, UNDP continued to provide highly valued operational, administrative and technical assistance across multiple government institutions. Its contributions aligned with national priorities and institutional strategies, supporting key public services. While the scope and evolution of support varied across sectors, UNDP's work consistently featured strong technical innovation and was guided by a coherent, cross-cutting strategy.[31]

UNDP shifted focus to emerging priorities, driving innovation in governance and service delivery. As priorities and demands in previously supported areas decreased (e.g., territorial development, public policy evaluations or justice sector), UNDP made notable contributions to other, emerging and innovative lines of work and pilot initiatives. These included the following:

- **Advancing open government, digital public infrastructure (DPI)[32] and transparency.** In partnership with AGESIC, UNDP supported the advancement of Uruguay's Fifth National Open Government Action Plan and digital government strategy, improving service accessibility, quality and timeliness through platforms like Gub.uy and App[33] and expanding the digital transformation of the National Electronic Health Record. These efforts enhanced the accessibility, quality, and timeliness of public services, particularly benefiting vulnerable groups. Operationally and technically UNDP also supported development of cybersecurity and DPI safeguards frameworks, facilitating knowledge exchange and consolidating best practices in a roadmap for future action.[34] Uruguay's leadership in digital government[35] was further recognized through its participation in the global 50-in-5 campaign[36] and its contributions to international discussions on Digital Public Goods and DPI frameworks.[37]
- **Modernizing public sector management through innovation and collaboration:** In partnership with the National Civil Service Office (ONSC), UNDP supported public sector modernization by promoting innovative methodologies to improve civil service careers, public service delivery and staff motivation. Key initiatives included collaboration with the State Procurement Regulatory Agency (ARCE) to enhance the institutional ecosystem—particularly the public procurement system (SICE)—through digital transformation and an innovation-driven approach to enhance efficiency and quality of services. Joint efforts with ANII advanced public procurement of innovative solutions (PPI), improving service quality and fostering a new market for innovation and scientific development. UNDP also partnered with ANII and the University of Warwick to pilot a methodology aimed at boosting civil servants' motivation and creativity. This was tested through

a public contest with the Canelones government and the Institute for Children and Adolescents of Uruguay (INAU). While INAU faced internal challenges limiting full implementation, both pilots were valued for promoting innovative thinking and service improvements.

- **Boosting experimentation in targeted social programmes:** UNDP supported two innovative pilot programmes by the Ministry of Social Development (MIDES) aimed at vulnerable and at-risk populations. The Accesos programme[38] facilitated labour market integration through public internships, private sector job opportunities and tailored training for the personnel and improved outreach. Secondly, the Assisted Inclusion pilot programme (PIA),[39] targeted individuals recently released from prison, promoting social reintegration and reducing recidivism through coordinated support among MIDES, the Ministry of the Interior, and academia. UNDP provided technical assistance, funding and access to best practices. Interviewees emphasized the credibility added by UNDP's involvement (i.e. a 'quality seal') as an important added value for both initiatives. Both pilots demonstrated strong potential for future scaling-up as state policies. However, resource limitations, particularly for personalized follow-up with beneficiaries and comprehensive evaluation of results, were identified as barriers to sustainability and for securing future funding.

UNDP continued to provide key administrative services (IADB loan management support, commissioning of consultancies, payrolls) to a range of institutions and directorates. Through long-standing support to the Office of Planning and Budget (OPP), UNDP helped consolidate capacities in efficiency and transparent budgeting, public investment execution and accountability. However, as interviewees pointed out, gaps persisted in fostering a culture of quality public spending, accountability and evaluation. Moreover, at the subnational level, limited resources and technical capacity continued to challenge service delivery, underscoring the need to address national budgetary constraints through tailored support around public programme effectiveness, including innovative financing tools like bonds and public-private partnerships.

Challenges, lessons learnt and future opportunities

While UNDP leveraged opportunities for innovation and technical value-add, initiatives often remained siloed within the institutional structures of executing entities. This limited their integration into broader strategies around structural challenges and development gaps. The evaluation revealed that there was potential to frame public service pilots more strongly, such as those that address education and labor access for vulnerable populations (e.g., Accesos, Social Impact Bond, Neighborhood Improvement Programme), into broader development and sector strategies for economic and labor market transformation and social inclusion.

Moreover, it was also apparent that the assessment of the effectiveness of innovation in public programmes required more attention—both in motivation and service quality—to determine scalability. For instance, the impact of reforms in the Canelones administration, or on user perceptions, has yet to be fully evaluated. Similarly, reengaging with INAU may yield broader impact and valuable lessons for scaling. Lastly, interinstitutional coordination and communication, particularly where roles, competencies or interests may overlap, is also an area of improvement and where UNDP's facilitation role remained essential. This was evidenced by competency issues linked to innovation in public procurement and civil service management and the different responsibilities and roles played by ONSC, ARCE and ANII.

UNDP contributions to catalytic solutions and sustainable finance for development

Introduction. Addressing persistent structural challenges and limitations in development finance as a Net Contributor Country called for interconnected strategies and new holistic approaches. A historic foreign direct investment agreement[40] in 2019 triggered a rethinking process that focused attention on the development of catalytic solutions for sustainable change. The country office was set out to explore different

approaches. Innovation as an enabler was integrated in all three outcome areas of the CPD, with the aim to promote public policy experimentation. Technological innovation and tactical alliances were central to aligning agendas and priorities around key development challenges. The Accelerator Lab (AccLab) was one of the strategies to provide a platform for innovation and experimentation, particularly at the subnational level. Innovative financing for development (FfD) to promote new instruments and collaborative schemes also emerged as a crucial focus for the country programme and UNDP's evolving role in Uruguay.

Finding 4: Innovation in financing for development. Uruguay took pioneering efforts forward by developing innovative financing instruments and partnership models to advance key sustainable development goals. The exploratory approach, risk appetite, and the use of UNDP's regional and global experience helped shape the country office's role and positioning in support of these efforts. Despite successes, the evolution of sustainable finance in Uruguay reached a critical juncture that called for further institutional development, sustained political commitment to scale up investments and reinforce accountability and transparency frameworks.

Advancing sustainable development financing through an integrated national framework. Uruguay made significant progress toward establishing an Integrated National Financing Framework (INFF) to accelerate SDG implementation. UNDP played a key role by supporting the Sustainable Finance Roundtable—led by the Central Bank and Ministry of Economy and Finance—which represents a new model of coordination and brought together public and private actors to align national finances with climate goals. This included developing a sustainable finance taxonomy and investor map to guide future instruments and resource allocation. Interviewees highlighted the relevance of integrating NDC-aligned "whole economy" commitments in national finances, alongside the ownership and engagement that the MEF and Central Bank have taken in recent years. This encouraged the promotion of domestic sustainable finance, preparing new financial instruments and effective channeling of resources. Key national efforts supported by UNDP included:

- **Redefining the climate finance landscape through the Sovereign Sustainability-Linked Bond (SSLB).** The issuance of this innovative bond represented a remarkable achievement and a significant shift in efforts to implement the NDC. More than a mechanism for raising capital, the SSLB redefined the link between public finance and environmental performance, anchored in a strong accountability framework. Incentivizing environmental stewardship, the bond's symmetrical structure tied interest rates to two NDC performance indicators and sets concrete policies, actions and investments to meet targets. It also established new institutional arrangements, notably an interministerial coordination group, that continued to strengthen environmental governance. UNDP played a new and pivotal role in enabling this shift by facilitating governance, stakeholder coordination, as well as serving as the external verifier for both the bond and a complementary World Bank loan. This expanded its role in innovative finance and sparked broader dialogue on new cooperation models.
- **Blended finance mechanisms supporting Uruguay's energy transition and innovation.** Through the Joint SDG Fund and in partnership with UNIDO and UN Women, UNDP helped the launch of the Renewable Energy Innovation Fund (REIF),[41] which took a different approach to sustainable finance. By blending UN, commercial and private capital, REIF focused on investments to encourage competitiveness in the energy sector, nurture social inclusion, advance gender equality and generate new capabilities at the local level. It also helped to further efforts around clean transportation. Since the launch, the fund approved several pioneering green projects and clean technologies, from electric tow trucks to industrial heat pumps, and was expected to leverage its initial US$7 million into US$50-60 million of additional financing.

- **BIOFIN- introduced a transformative approach to biodiversity finance.** The recently launched Biodiversity Finance Initiative (BIOFIN) supported the National Biodiversity Strategy by developing a project portfolio with a financial baseline and targeted funding plan. The novelty of BIOFIN is the development of an integrated portfolio of projects, with a financial baseline and financing plan to meet objectives and ambitious targets of the strategy. Though still in early stages, it was recognized as a promising model to develop more targeted initiatives and mobilize necessary resources with clear and realistic goals.

From green to social development targets, UNDP collaborated closely with the Ministry of Social Development in the development of another pioneering financial instrument for public policy financing. This initiative supported specifically solutions to address socio-economic exclusion of at-risk youth.

Results-based public service financing through Uruguay's first social impact bond (SIB): The pilot financing instrument valued at US$600,000, aimed to improve education completion, promote continued learning, and enhance employment opportunities for vulnerable and marginalized youth. Driven by MIDES with extensive support from UNDP since the pre-feasibility stage, the SIB introduced a transformative results-based financing model that combined public-private partnerships, corporate social responsibility, and development goals. Under the model, private investors fund the programme upfront and are repaid with interest by public institutions based on verified outcomes—educational completion, employment or higher education enrollment. The initiative also catalyzed discussions on modernizing Uruguay's dual education model, with a focus on STEM and opportunities for young women.

UNDP served as a trusted intermediary across sectors and institutions. It facilitated coordination among public agencies (MIDES, the Ministry of Education and Culture, INEFOP as co-payers, and the OPP, the IADB, public and private investors (Banco de la República Oriental del Uruguay (BROU), Banco Itaú, Banco Santander, ScotiaBank, and the ReachingU Foundation) and the social service provider ANIMA, a nonprofit organization. After the verification of the achievement of targets by an external agency (Grant Thorton), the first SIB reimbursement was successfully issued in 2024. This pioneering experience drew interest from other public institutions seeking to address socioeconomic challenges, such as supporting individuals released from prison or those experiencing homelessness.

Challenges, lessons learnt and future opportunities

Resource constraints and competing priorities continued to limit incentives for increased public investment in sustainable development. Progress on environmental, climate, and gender-related targets clearly required stronger political will and better alignment across sectors. Moreover, persistent capacity gaps and fragmented institutional coordination hindered the adoption of results-based management. Robust accountability and transparency frameworks remain a critical need. In this sense, long-term sustainability of development financing in Uruguay depends on three critical factors:

- **Institutionalization:** Embedding sustainable finance mechanisms into permanent governance structures, beyond project-based models.
- **Capacity building:** Strengthening national technical expertise to design, implement, and verify results-based and transparent financing, reducing reliance on international support.
- **Adequate resourcing:** Securing stable financial and human resources to support implementation, monitoring and scaling.

Transitioning from project-based to institutional financing remained a key priority. The heavy reliance on international cooperation leaves initiatives vulnerable to funding volatility. Establishing permanent technical teams within financial institutions and improving coordination between environmental and financial sectors is essential to sustain progress and scale impact.

Despite challenges, Uruguay's experience with sustainable finance tools — such as the Social Impact Bond – offered valuable lessons:

- **Timing and complexity:** Lengthy coordination and bureaucratic hurdles created fatigue for private investors accustomed to quicker turnarounds and burdens for service providers.
- **Technical readiness:** Challenges—such as adapting the banks' accounting system to the investment—were underestimated.
- **Collaborative design:** Despite being time-intensive, joint problem-solving was essential to overcome bottlenecks.
- **Critical enablers:** Experienced service providers with strong monitoring systems are key for scaling or replicating such instruments.

Future expansion of sustainable finance in Uruguay hinges on the development of more sophisticated monitoring and verification systems to track environmental and social impacts and maintain investor confidence. Equally important are strong, resilient institutional frameworks that ensure continuity across political transitions. Addressing these foundational gaps is essential for Uruguay to fully realize its potential as a regional leader in sustainable finance.

BOX 4. The sustainability-linked bond: a milestone for Uruguay and its commitment to multi-sector work on climate action

Uruguay's first global sustainability-linked bond marks a pioneering step in sovereign finance, with potential to transcend from the regional to the global level. Unlike traditional green or SDG-linked bonds in Latin America, Uruguay's bond, issues in late 2022, uses a step-down mechanism that adjusts interest payments based on progress toward key sustainability targets, including reducing greenhouse gas emissions and preserving native forests. The mechanism reinforces accountability and credibility in Uruguay's climate commitments.

This innovation was made possible by Uruguay's strong climate governance, institutional stability, and inter-agency coordination-conditions shared only by Colombia, Mexico, and Chile in the region. Technical support from the IDB and UNDP helped shape the bond's structure, reinforcing accountability and credibility in Uruguay's climate commitments.

The bond attracted 188 global investors from Europe, Asia, the United States, and Latin America, with 21 percent investing in Uruguayan debt for the first time. Demand reached $3.96 billion, far exceeding the $1.5 billion issued. It also attracted and led to a $350 million World Bank loan, linking interest reductions to policy actions that promote a greener, more resilient economic growth.

"This bond is a milestone. It demonstrates the Uruguay's commitment to achieve the climate and environmental goals in its first NDC, by linking its sovereign debt policy with environmental performance." - Senior civil servant

UNDP Uruguay played a central role, facilitating stakeholder dialogue, the definition of the governance and accountability frameworks, ensuring transparency. As an impartial verifier, UNDP enhances investor confidence by independently monitoring Uruguay's environmental progress. The verification process is pivotal, directly influencing the bond's financial terms. This aligns with UNDP's broader mission to accelerate SDG achievement through effective governance and transparent reporting practices.

Uruguay's bond sets a global precedent for integrating sustainability into sovereign finance, demonstrating how financial markets can be leveraged to advance climate goals.

Finding 5: Rethinking problems and co-creation of solutions. UNDP promoted experimentation and social innovation through different platforms and actions driven by AccLab and strong cluster team engagement, testing diverse approaches and pilot initiatives. These efforts expanded partnerships, deepened people-centered work, and fostered citizen participation. Yet, while they generated interest and ownership, most lacked the maturity and enabling conditions needed for full adoption and scalability.

The AccLab fostered innovation through inclusive, low-cost experimentation. Working across thematic clusters and leveraging small resources and the 'Deep Demo' project,[42] the AccLab promoted learning-driven interventions rooted in participation, social inclusion and youth engagement. Apart from promoting a conceptual and methodological framework for innovation and experimentation, the following contributions stood out:

- **Tactical urbanism improved mobility and public space access.** As part of the MOVÉS project and in collaboration with the departmental government of Canelones, an active mobility solution in Ciudad de la Costa was created, using a broad stakeholder and co-creation of solutions approach. The intervention enhanced accessibility, inclusive mobility and road safety, leading to permanent adoption following the testing phase and expanded the transformation of the space. UNDP supported replication of this approach in five additional municipalities, promoting multi-use, inclusive and accessible public spaces. The approach also strengthened participatory governance and social cohesion in line with the departmental SDG strategy. While the low-cost, short-term intervention was positively received, the evaluation noted limited potential for scalability within broader territorial planning frameworks.
- **The 'Deep Demo' project reimagined waste management through co-designed, interconnected solutions.** In partnership with the Agirre Lehendakaria Center (ALC) and Montevideo's municipal and departmental governments, the initiative addressed persistent social and environmental challenges at the Felipe Cardoso landfill. Previous efforts had fallen short due to the complexity of stakeholders involved—recyclers, waste pickers, and local communities. Through an extensive participatory process, several prototypes were developed, including a real-time tracking system for collection trucks, electric motorcars and the rehabilitation of degraded areas. Although outcome monitoring was not systematically embedded and follow-up remained unclear, interviewees emphasized the project's value in breaking siloed approaches and fostering experimentation in public policy. The use of the developmental evaluation methodology to capture innovation development, real-time feedback and learning was a first for the country office and significantly enriched the process.

Challenges, lessons learnt and future opportunities

Building understanding and buy-in for public policy experimentation required significant effort and funding incentives, especially where innovation and participatory methods were less familiar. While UNDP developed valuable processes and collaborations, it faced challenges in sustaining following up, assessing 'impact', and fully leveraging these efforts, particularly given the limited team capacity and the end of funding for AccLab personnel.

The 'Deep Demo' illustrated both the promise and difficulty of sustained interinstitutional coordination at the subnational level. Maintaining engagement beyond project timelines proved challenging, raising questions about long-term feasibility under resource constraints. Although adaptive governance practices began to influence departmental work, broader institutional uptake remained limited and would require more time and support to mature.

Finding 6: Transformative digital and technological innovation. UNDP's support for digital transformation shifted from a narrow scope of e-government to more integrated solutions that fostered interinstitutional coordination for effective public management and informed decision making. This was best exemplified by the Comprehensive Risk and Impact Monitor — *MIRA* — which developed into Uruguay's standout technological achievement, fundamentally changing interinstitutional disaster risk management and improving response effectiveness.

UNDP enabled scalable disaster risk solutions despite limited funding. Operating under tight resource constraints, the country office leveraged modest resources to develop sophisticated but scalable solutions that promoted adaptive governance and institutional resilience. This laid the groundwork for a national multi-hazard early warning system (EWS), demonstrating how innovation can thrive even in low-resource settings.

The *MIRA* platform transformed risk monitoring and emergency response. With UNDP's long-standing support to SINAE, the *MIRA* system (*Monitor Integral de Riesgos y Afectaciones*) evolved from a basic tool to a comprehensive, interinstitutional platform by integrating historical data, risk indicators, real-time visualization, damage/loss assessments and early warnings. In the past, government data was scattered across multiple systems, making it impossible to cross-reference data and act swiftly in adverse situations. It significantly improved emergency preparedness and response and positioned SINAE as a central actor in Uruguay's citizen-focused digital pandemic response.[43]

UNDP's innovation approach fostered practical, user-driven solutions. *MIRA*'s success extended into broader applications, moving from initial flood risk mapping to advanced environmental risk analysis tools, and the virtual emergency management platform improved training programmes with remote and simulation-based modules. Stakeholder engagement and consultations, such as with park rangers, ensured practical relevance and usability. The emphasis on knowledge transfer and fostering a culture of innovation within the partner institutions, was considered key to enabling long-term impact by interviewees.

Challenges, lessons learnt and future opportunities

Sustaining digital innovation remained a challenge due to limited IT resources, financial constraints, and difficulties retaining skilled personnel amid private sector competition. Continued reliance on project-based funding and external expertise to drive technological innovation posed risks to long-term viability, if not addressed with a focus on building integrated institutional systems.

Projects like *MIRA* demonstrated the potential of digital transformation, but scaling continued to require greater investment in local technical capacity that evolves with systems and needs (i.e., advanced training programmes, knowledge transfer and permanent technical positions in key institutions), as well as permanent staffing. Ensuring robust, user-friendly and secure systems is another priority. Strengthening data protection frameworks and establishing clear data-sharing protocols remained essential to ensure transparency, security and institutional resilience.

UNDP contributions to social and territorial cohesion for sustainable development

Introduction. The territorial dimension was integrated into all three outcome areas aimed at addressing inequalities, social cohesion and inclusive well-being. In addition to ensuring better articulation of bottom-up and top-down work, this cycle focused on localizing the sustainable development agenda. Strategies included expanding and strengthening the role of local governments and promoting locally driven actions and innovations to reduce territorial disparities and achieve sustainable economic-productive transition, social inclusion and cohesion, and community resilience. The interventions, implemented in support of

government counterparts or through direct implementation modality, were located at all administrative levels. UNDP sought to operationalize three enablers: (a) knowledge and research; (b) innovation; and (c) connection between global and local networks.

Finding 7: Decentralization and inclusive territorial development. UNDP partnered with the departmental governments of Montevideo and Canelones to promote localized territorial development and public policy innovation, embedding citizen involvement at the core of planning and policymaking. Leveraging the strong innovation orientation of subnational governments, UNDP added value by identifying planning gaps and fostering methodological innovation, bringing in external expertise—despite limited funding. While the collaboration generated valuable models and best practices, limited strategic capacity and resourcing constrained broader replication and scaling.

UNDP's partnership with the department of Canelones positioned it as a national model for territorial innovation. Spearheading decentralization and overall development over the last decade,[44] the collaboration fostered the department's strategies as a laboratory of territorial innovation, creativity and inclusive governance. By aligning with departmental and municipal priorities, UNDP supported Canelones in advancing sustainable development, citizen engagement, and innovation, with potential to serve as scalable models and good practices.

- **Advancing sustainable territorial planning, co-creation and localization of SDGs.** UNDP provided key technical assistance in localizing the SDGs within the "Canelones 2040" strategic plan and the five-year budget and in completing its first voluntary local SDG review. This process fostered cross-sector dialogue, revealed local service gaps (e.g., in SDG 5 on gender-based violence), and strengthened accountability. It also elevated Canelones' international visibility, with recognition at the UN High-Level Political Forum and strengthened access to regional platforms and global networks and external financing.[45] Interviewees emphasized the significance of this process as an opportunity to rethink territorial development and (re)define departmental and local vs. central government competencies.
- **Boosting scalable environmental and governance innovations.** The department of Canelones became a testing ground for projects including household waste sorting, electric garbage trucks and ecological buffer zones to protect the Santa Lucía River, supported by UNDP and UNEP. These initiatives improved policy alignment and demonstrated how local innovation can influence national adoption.
- **Innovating urban and municipal planning and services.** UNDP supported Municipality B in Montevideo in adopting a portfolio-based, community-driven approach to planning and service delivery. This included the Municipal Care Plan, which promoted co-responsibility and ecofeminism by linking social and environmental care. In partnership with the University of the Republic (UDELAR), UNDP helped develop a georeferenced map of care services for children, persons with disabilities and the elderly. Though small in scale, these efforts strengthened municipal capacity and showcased alternative strategies for broader uptake. Given limited municipal resources, external support was essential to pilot and promote innovative approaches for potential scaling.
- **Enhancing integrated climate, environmental and disaster response in Montevideo.** UNDP provided support, albeit more administrative, to the Montevideo departmental government for implementing a greener city strategy, aligned with broader climate and environmental efforts. While the initiative presented opportunities for a more integrated approach to citizens participation, such as creating inclusive and accessible public spaces and addressing issues around urban and gender-based violence, these linkages were less exploited. Building on this engagement, UNDP played a key role during the 2023 drought and water scarcity crisis by promoting an urban planning and intervention model for disaster preparedness and emergency response. This model drew on prior experience with the Post-Disaster Needs Assessment (PDNA),

previously used to assess the pandemic's impact on sectors like tourism and education. The initiative also contributed to the national roadmap for a multi-hazard early warning system, advancing local capacities and resilience planning at the subnational level.

- **Connecting local governments to global networks for knowledge exchange.** UNDP continued to collaborate with Mercociudades, a regional network of 380 Latin American cities, to promote SDG localization, capacity-building, and South-South cooperation. Despite limited funding, co-organized forums and workshops effectively mobilized local commitment to greater local appropriation, knowledge exchange and technical support. Events such as the Decent Work Forum and the Forum on Local Economic Development brought together municipalities, central trade and labor unions, 40 universities and international partners to foster practical, action-oriented solutions for local governments and enhance the regional and global exposure of local governments.

Challenges, lessons learnt and future opportunities

Territorial disparities remained pronounced throughout the country, especially with rural departments in contrast to the population-dense departments. Collaboration with innovation-oriented departmental governments and several of their municipalities was mutually beneficial in fostering grounds for innovative decentralized governance. Yet, effective articulation of the central and subnational levels of government and the advancement of decentralized agendas remained a relevant area to work on throughout the country.

Pilot projects offered alternative solutions, but their adoption remained uncertain due to unclear strategies and weak intergovernmental coordination. SDG localization efforts also faced gaps in citizen engagement, awareness and data use, often perceived as accountability exercises rather than decision-making tools. Work remained to be done to turn these efforts and results into a tool for strategic planning and budgeting.

Strengthening data systems and collaboration – particularly among the National Institute of Statistics, subnational governments, CSOs, and academia—was identified as a critical opportunity to improve monitoring, planning, and accountability frameworks.

Finding 8: Territorially driven environmental, economic and productive transition. UNDP built on approaches initiated during the previous cycle, refining and innovating strategies for protected areas and the transformation of Uruguay's productive matrix. Despite some advances, the pace of systemic and sustainable transformation remained slow. Financial viability, weak enforcement frameworks and limited capacity to scale up pilot initiatives continued to challenge defined national and international commitments.

Building on results of the previous cycle, UNDP continued to work with public and private stakeholders and at the community level, adapting and testing new approaches tailored to Uruguay's particular context.

- **UNDP advanced integrated conservation and sustainable production in Uruguay's unique land-use context.** In Uruguay's predominantly private and agriculturally used land sector which makes up around (96 percent of land systems), limited protected areas and weak connectivity hinder biodiversity goals. UNDP shifted from isolated environmental projects to integrated approaches that balance biodiversity conservation with economic activity. This included alternative protected area categories, private reserves and the integration of productive landscape planning into broader territorial development. These efforts expanded protected areas from 7 to 14 (covering 280,184 hectares), promoted gender-responsive land-use strategies and supported new management plans for coastal and protected zones.

  UNDP also advanced community engagement, participatory planning, and sustainable production practices through the Small Grants Programme. While technical capacities—like those of park rangers—were strengthened, enforcement remained weak due to limited resources and

coordination. Structural barriers, such as livestock management within protected areas, persisted. Agroecological and sustainable livestock practices showed promise but remained small-scale. Scaling co-management models and practical public-private solutions remained critical to align environmental and economic goals.

- **Community-led climate and environmental actions fostered ownership and resilience.** UNDP promoted decentralized environmental governance and locally driven initiatives, engaging youth[46] and women in climate solutions such as the Plantatón crowdfunding campaign[47] and the creation of a rural women's network integrating 70 women from different regions to foster their active participation in environmental decision-making processes. On a very small scale, UNDP also supported ecotourism ventures for sustainable livelihoods in Paso Centurión and San Javier. Through the Adaptation to Climate Change Río Uruguay Project—a binational resilience initiative between Uruguay and Argentina—local communities in Río Negro build flood infrastructure, enhancing disaster risk reduction, resilience and environmental education. While these efforts demonstrated UNDP's integrated territorial approach, promoting governance and local economic development, they remained small-scale and lacked integration with broader economic transition strategies.
- **Catalyzing circular economy initiatives through public-private and civil society partnerships.** Partnering with the Recycling Business Center (CEMPRE), a platform representing major companies and 19 local governments, UNDP supported the 'Waste Commitment 2030' initiative to boost private sector involvement through training and waste recovery reporting. This enabled engagement with 19 local governments, co-financing by departmental authorities, and implementation of the Plan Vale for packaging management. UNDP also introduced international expertise, promoted innovations like expanding the Donde Reciclo app (a recycling point indicator developed in 2013),[48] and prepared the GEF-funded Zero Waste project (launched in 2024, implementation in 2025) to pilot Uruguay's National Waste Management Plan in Montevideo, Canelones, and San José. UNDP's role as a connector between public and private actors was seen as key to advancing a zero-waste agenda.

Challenges, lessons learnt and future opportunities

Sustainable financing remained the most pressing issue, with continued reliance on project-based funding and international cooperation leaving efforts like SNAP vulnerable. Diversifying and innovating in funding sources—such as ecosystem service payments, tourism revenues and new public-private partnership modalities—appeared as critical to explore for long-term viability.

Weak enforcement and regulatory capacity limited local resources, and fragmented coordination at the different levels of government hindered effective environmental management and climate action. Community-level initiatives remained dependent on external support and scaling them required stronger institutional and financial foundations.

Integrating conservation with productive activities presented both challenges and opportunities. Economic incentives and innovative financing were key to engaging private actors, while circular economy efforts faced structural barriers, including policy gaps and fragmentation, and socio-economic inequities—affecting, for example, waste collectors.

Finding 9: Evolution of social inclusion policies and services. UNDP continued to deliver relevant operational services and technical inputs for flagship social programmes targeting the most vulnerable populations. The challenge of strengthening substantive contributions persisted. This was particularly noticeable in identifying entry points to integrate innovation, knowledge and best practices to address social and gender inequalities; and in addressing territorial and residential disparities in a more systemic and interconnected way.

UNDP maintained its long-standing administrative and technical backing to social programmes. It provided services to the Neighborhood Improvement Programme (PMB) and Plan CAIF (Child and Family Care Centers)[49] that have operated for several decades,[50] in close collaboration with the MVOT and IADB, and INAU, respectively. As noted in the 2019 ICPE, UNDP's role remained largely unchanged across cycles, focused on operational support and compliance—widely viewed as effective despite recent challenges, such as the transition to UNDP's new ERP system. Some interviewees stressed the importance of gradually transferring these responsibilities to national institutions and called for more innovation to address structural and emerging challenges (such as migration-driven population growth, infrastructure needs), policy bottlenecks and limited resources (including barriers to CAIF expansion in rural areas).

UNDP's role expanded modestly as programmes evolved in scope and ambition. In 2021, both PMB and CAIF underwent institutional reform, broadening their objectives, scope, and funding to included alternative housing solutions, tailored interventions for migrants and female-headed households and expanded social services for relocated families (e.g., vocational training, environmental education). In Uruguay the number of irregular settlements is approximately 670 across the country, and through the new plan 120 new settlements are expected to be integrated. At this pace, full integration would take approximately 25 years.[51] UNDP's technical contribution to the redesign increased modestly, yet its operational flexibility was widely valued—facilitating CAIF expansion, onboarding new service providers, supporting a co-managed migrant service hub in Montevideo and constructing subsidized housing on MVOT-owned land.

UNDP fostered dialogue and research on emerging social issues. By mobilizing resources and engaging CSOs and academia around emerging social issues, UNDP fostered multi-stakeholder dialogue. It co-organized the National Forum on the Care Economy to reinvigorate support for the National Integrated Care System (SNIC), and collaborated on research related to decent work, housing, mobility and security. While direct policy influence was limited, these knowledge-based contributions were widely valued for stimulating public debate and multi-stakeholder engagement

Challenges, lessons learnt and future opportunities

UNDP faced persistent challenges in advancing integrated strategies for human settlements, care services (Output 3.1), citizen security (Output 3.2), and social protection reforms (Output 3.3). Despite longstanding government relationships, opportunities to influence a new generation of inclusive social policies or embed innovation into national strategies remained limited, largely due to political sensitivities and lack of institutional commitment.

Key constraints identified in the previous ICPE—such as the need for more systemic, cross-sectoral interventions that integrate gender, LNOB, and violence prevention—persisted. Fragmented interinstitutional coordination continued to hinder implementation, resulting in siloed efforts targeting vulnerable populations, including in neighborhood upgrading, settlement integration and care services.

Fostering a data and evidence-driven approach, particularly through comprehensive impact assessments of flagship programmes after nearly three decades of implementation, was identified as a critical gap. This is critical for improving programme design, sector alignment and long-term sustainability—particularly for initiatives like the CAIF network.

Finding 10: Evidence-informed policymaking and reconfiguration of social protection systems. UNDP contributed to knowledge and evidence generation to inform social protection measures from a gender and intergenerational perspective, strengthening the socioeconomic recovery. The most notable effort and support was the development of the Multidimensional Poverty Index, recognized as a critical step forward in informing and improving future social policies and social protection frameworks.

UNDP helped advancing Uruguay's capacity for multidimensional poverty measurement and evidence-based policymaking. In collaboration with the Oxford Poverty and Human Development Initiative (OPHI), UNDP supported the National Institute of Statistics (INE) in developing Uruguay's first Multidimensional Poverty Index (MPI). This included extensive advocacy, expert engagement and training for INE staff and other stakeholders. This effort was particularly relevant in the post-pandemic context and the conduct of the 2023 Census (supported by the UNCT). While results were not yet published,[52] the MPI exercise helped generate a deeper understanding of the complexity of poverty in Uruguay and addressed INE's strategic goal to enhance the quality and timeliness of national statistics.

UNDP's knowledge dissemination and inclusive engagement approach added value to the policy landscape. Stakeholders emphasized the importance of stock-taking, the alignment and integration of existing data and surveys and of securing broad institutional buy-in for further evidence-based policymaking. UNDP's efforts to ensure broad stakeholder engagement, including civil society and political parties, were seen as particularly helpful in promoting a new public policy architecture in the future. UNDP also supported research and inputs to assessments, such as social protection services for vulnerable populations and dialogue around social security and pension reforms. Overall, both administrative and technical support was considered valuable for counterparts like the INE. Yet, it appeared that technical contributions were sought for reputational capital and access to international experiences mainly.

Challenges, lessons learnt and future opportunities

The entry points for substantive work on new frameworks for social protection as foreseen in the CPD remained limited. Aside from adjustments in the flagship public programmes, limited structural reform processes were carried forward during this programme cycle. The incentives and demands were not fostered to work on key structural challenges such as demographic transition and deep-rooted social and territorial divides. Areas where UNDP could add more value included support to statistics and data integration, notably regarding the subnational level, the statistical capacities and data quality for the measurement of development indicators and public policies.

UNDP institutional effectiveness

Finding 11: Change management, solution-finding and adaptation. Since transitioning to NCC status, the country office became financially self-sustaining, balancing its role within the national implementation framework while creating new opportunities. Restructuring improved alignment between operations, programming and emerging priorities and fostered innovation. Despite its adaptability and foresight, the office remained constrained by UNDP's funding model and by corporate policies and system transitions—factors that risked undermining its credibility and comparative advantages.

UNDP's restructuring streamlined operations, programmes and fostered collaboration. The reorganization aligned the core structure around programmatic goals and implementation demands, introduced cross-cutting support functions and encouraged more integrated project teams. Innovation work spanned multiple clusters, fostered closer collaboration and interconnected approaches. More opportunities were created to move away from siloed project management. For the small country team, collaboration with regional and global offices remained essential to access technical expertise and respond to emerging challenges.

Operational systems were strengthened to improve efficiency and continuity. A dedicated procurement unit and enhanced HR capacity streamlined processes and ensured quality contract management. This was critical during the transition to UNDP's new ERP system. Thanks to a proactive and anticipatory approach, the changeover was smooth, avoiding disruptions in payments and managing over 600 monthly service contracts for public administration in Uruguay.

New units and tools enhanced results-based management and visibility. The creation of a Monitoring and Evaluation (M&E) unit played a key role in results-based management, improving project development, monitoring and programme-operations integration. Despite limited resources, progress was made in defining tailored M&E tools and piloting approaches (like evolutive evaluation). The addition of dedicated communication staff and the launch of the AccLab significantly boosted visibility and stakeholder engagement. Substantial effort went into clarifying the Lab's value proposition and ensuring alignment, although its operation without a dedicated budget set it apart from the broader UNDP Accelerator Lab network.

The funding model remained reliant on cost recovery. GMS and DPC from fund management and procurement services sustained operations. While addressing limitations in national capacities for these services was not seen as an immediate priority, many interviewees highlighted the need to gradually transition responsibilities to national systems. This would enable UNDP to focus on more sophisticated support, such as policy advisory, technical expertise and innovation. This would also entail fewer resources and necessitate further adaptation of funding models and different strategies to maintain the structure and financial sustainability.

UNDP explored alternative financing models and excelled in resource mobilization. The Development Support Agreement with the government of Canelones to fund infrastructure through a non-traditional model, showed replication potential. Resource mobilization in environment and climate change remained a key strength, along with leveraging even small regional or global funds, as well as technical assistance. UNDP's leadership in sustainable finance was widely recognized, opening new opportunities and reinforcing its comparative advantage.

Challenges, lessons learnt, and future opportunities

Managing change—both cultural and operational—remained an ongoing process requiring continuous adaptation and refinement by UNDP. Cross-cluster collaboration and pilot initiatives faced challenges due to limited resources and unclear roles, affecting accountability and coordination. Greater programmatic and technical exchange, strategic reflection and learning opportunities were needed. Better integration of project-based teams was also identified as a key factor that could enhance synergies across clusters and improve overall coherence.

Financial planning, sustainability, and aligning the office structure with evolving demands and capacities remained key challenges. The rigid corporate budget structure and planning processes reduced flexibility and responsiveness. Financial pressure posed reputational risks, forcing the office to balance alternative funding strategies with delivery and credibility. Changes at the corporate level (i.e., shared service center and ERP system) also challenged UNDP to maintain its comparative advantages, as some functionalities—such as financial transparency, real-time tracking and lengthy approval processes—caused delays, inefficiencies and complaints of national counterparts (beyond the office's control).

Efforts to build M&E capacity were hindered by limited corporate guidance and systems, making it difficult to develop tailored, adaptive tools to the country office's specific needs. Misalignment between CPD indicators and actual programming, particularly in innovation, made results tracking and reporting difficult. Many

indicators became irrelevant or not well-suited to the actual work. Financial constraints further limited oversight, narrowing the focus to delivery and compliance at the expense of evaluation, learning and impact measurement.

Finding 12: Addressing gender equality. UNDP took concerted steps to reflect, rethink and reshape its previous efforts to create a gender-focused agenda across all areas of work, recognizing it had not fully succeeded in delivering on gender commitments. Yet, it continued to be constrained, both internally and externally, to effectively 'walk the talk' through bolder actions and in fully leveraging its role and comparative advantages at the political and territorial levels.

UNDP's participation in the Gender Seal process catalyzed internal change and strategic clarity. Through the Gender Seal Corporate Certification process, the office reassessed its practices, capacities and approaches, resulting in a clearly articulated Gender Equality Strategy (2023-2025), a multidisciplinary gender group and, more recently, a new masculinity subgroup. While the office achieved bronze certification and there was still room for improvement, the process was widely seen as a steppingstone towards fostering awareness, deepening engagement and redefining priorities—and set a more realistic roadmap for the office's gender equality efforts.

Despite progress, gender-responsive and transformative results across portfolios remained limited. (See details in Annex 4 on Gender marker and expenditure disaggregation). Since the 2019 ICPE, UNDP made progress in mainstreaming gender and initiated more initiatives under Gender Marker 2 (gender equality is an important objective). However, projects that addressed gender equality as a primary objective or tackled structural barriers to inclusion were rarely pursued. While UNDP was seen as meeting basic gender and LNOB commitments, it was not widely viewed as a leader in driving critical gender debates aligned with CPD priorities,[53] despite broad positioning and work across many sectors.

Strategic partnerships helped UNDP maintain relevance in gender advocacy. UNDP's role in fostering collaboration with academia and civil society was widely valued, especially given its access to executive and legislative branches. These partnerships enabled progress on gender-related issues, even in the absence of strong government backing. Contributions such as research on gender bias in the tax system, emerging agendas, joint UN and World Bank advocacy effort for an Integrated National Care System, and gender mainstreaming in climate and environmental policy, raised awareness and informed public discourse. However, tangible policy shifts had yet to materialize and addressing structural inequalities remained urgent.

Challenges, lessons learnt and future opportunities

Limited structural support, dedicated time and resources continued to hinder UNDP's ability to drive transformative gender action. With programming closely aligned to government priorities, gender-responsive initiatives were often deprioritized. Progress (beyond mainstreaming) relied on staff initiative, emerging opportunities and partnerships, particularly with local governments and non-state actors promoting feminist agendas. However, competing priorities, limited funding and operational pressures constrained follow-through and risked loss of momentum in gender groups. Despite strong technical capacity, the office lacked a more integrated, strategic understanding of gender and LNOB barriers across key CPD areas.

Finding 13: Leveraging learning and knowledge. UNDP's knowledge brokering role remained a key differentiator, linking national efforts with regional and global expertise while promoting Uruguay as a policy and innovation laboratory. By facilitating South-South and triangular cooperation and showcasing national best practices, the office advanced and promoted knowledge exchange. Greater investment was still needed in capturing learning, feedback and actionable insights, as well as in producing high-quality, knowledge-based flagship products.

UNDP strengthened its role as a knowledge broker and connector for international cooperation. It facilitated practical and action-oriented knowledge sharing across sectors and borders. Interviews revealed strong demand and expectations for UNDP to make greater use of its global reach and networks for international exchanges, access to best practices and tools, particularly among stakeholders traditionally less integrated into international cooperation systems (e.g., Central Banks, academia). The interest in outreach served the priorities and interests of both Uruguay and UNDP, particularly in attracting international cooperation.

UNDP supported Uruguay's positioning in South-South and triangular cooperation. It continued to assist the Uruguayan Cooperation Agency (AUCI) and the National System for International Cooperation, helping shape Uruguay's strategic framework (SSTC) and enhancing ties with the Mexican Agency for International Cooperation (AMEXID) through joint initiatives under the Mexico-Uruguay Fund. As highlighted in the 2019 ICPE as an area to leverage UNDP's comparative advantages, with the support of the Regional Bureau,[54] the country office promoted Uruguay's best practices in regional and global spaces — such as the *MIRA* system—and explored interest in innovative instruments, including green and social bonds. While visibility increased, tangible outcomes are still to emerge in the future.

Evidence generation and pilot experiences were valued but need scaling. UNDP's research and piloting of new approaches were appreciated, but stakeholders emphasized the need for greater investment in systematization and flagship knowledge products — such as the Human Development Report and emerging agenda series. These would help build compelling narratives, support scaling and strengthen evidence-informed policy influence and development.

Challenges, lessons learnt and future opportunities

Despite notable efforts to strengthen communication and visibility, UNDP's full scope of work and contributions remained partially unclear or unknown to many external stakeholders. Stakeholders acknowledged UNDP's broad mandate and presence but were often unaware of its work, including knowledge-based products, beyond specific initiatives. The high demand for global best practices as a comparative advantage underscored the importance of investment and need for identification, communication and dissemination around national and global initiatives and the use of new tools and channels.

Similarly, to boost and leverage SSCT, it remained essential to systematize and replicate successful experiences (e.g., *MIRA*, sustainable finance tools) and actively identify opportunities for exchange through other country offices and Regional Bureaus, especially for new cooperation and funding agreements. Institutional learning and knowledge sharing still relied heavily on individuals and there was a lack of adequate systems and tools to capture, use and formalize insights. As a result, valuable knowledge often failed to inform decision-making or adapt programming, risking the loss of key organizational capital and the ability to adapt programming in a dynamic way and to be forward-looking.

CHAPTER 3
INSIGHTS AND CONCLUSIONS

A trusted partner in transition and transformation

UNDP's support remained highly demand-driven and responsive to Uruguay's evolving development priorities. Its strategic positioning was particularly valuable during the political transition in 2024, ensuring continuity in key processes and efficient delivery of essential services and support functions. This enabled capitalization of opportunities to promote and add value to new and emerging agendas.

UNDP remained a vital anchor during Uruguay's political transition while expanding its role as a catalyst for innovation and systemic change. The 2021-2025 country programme was launched at a pivotal moment, aligning with a new administration and shifting development priorities and demands. UNDP's longstanding relationships and institutional memory enabled it to ensure continuity in service delivery while also steering attention toward emerging agendas. Its dual role as a reliable provider of operational support and a forward-looking policy partner was central to its strategic positioning.

Marking a strategic shift, the CPD emphasized integrated and transformative solutions over siloed approaches, with the ambition to evolve from operational support to disruptive results. This 'new generation' CPD reflected the country office's strong analytical capacity, critical self-reflection and deep contextual understanding, while also adapting to the constraints and opportunities of Uruguay's Net Contributor Country status. It aimed to tackle structural inequalities and promote inclusive development, adjusting to a funding environment with limited access to multilateral and bilateral cooperation.

UNDP tailored its offer around signature solutions and thematic expertise to align with national priorities and the new administration's demands. In a high-income country reliant on public funding, implementation was largely shaped by available resources and entry points, which varied across CPD focus areas. While it expanded its value proposition in innovative areas and leveraged comparative advantages, UNDP remained a trusted and in-demand partner for public institutions.

UNDP's proximity, flexibility, and ability to respond to emerging needs sustained its relevance and positioning. Serving as a cross-sector partner valued for its institutional memory, credibility and responsiveness, UNDP enhanced its role as a knowledge broker, technical advisor, and neutral convener. It deepened partnerships and contributed as articulator and facilitator of new ideas and innovation, boosting national and locally driven processes. It played an influential role through engagement and promotion of a multitude of processes, spaces and initiatives, supporting agendas and the vision of an 'Uruguay of the future'—a model for the region. Recognizing the slow pace of structural change, UNDP remained steadfast in its efforts to foster dialogue and bring critical issues to the forefront. These efforts, albeit not always producing immediate tangible results, demonstrated the country office's forward-looking capacity.

UNDP's exploration and innovation footprint

The country office continuously adapted its programmatic offer to shifting priorities and responded agilely to emerging demands and opportunities, particularly by expanding its innovation footprint. The CPD implementation remained constrained by the duality of funding needs and aspirations for transformative, structural changes.

UNDP's role and contributions evolved across thematic areas and implementation levels, notably in governance, policy support, and institutional strengthening. Simultaneously, administrative and operational services, such as fund management and procurement, remained a core component. Technical support to public institutions was proactive and varied in scope, guided by political will and a consistent focus on strategic innovation and added value. While less disruptive, UNDP's operational support remained strategically relevant to CPD and UNSDCF objectives and the needs of marginalized and at-risk populations.

The country office smartly navigated complexity, but ambition outpaced capacity. The team stayed agile and solutions-oriented throughout implementation, anticipating challenges and solidifying trust as the government's partner of choice and intermediary for International Financial Institutions (IFIs). Delivery, however, was shaped by complex corporate structures, funding constraints and the need for financial sustainability. These factors affected responsiveness and relevance, while stretching the capacity of a small team to balance competing priorities. This duality calls for a broader reflection on what it entails to deliver on commitments, to be engaged in a multitude of spaces and issues and how relevance and transformative contributions are defined in a NCC context.

UNDP embedded innovation across all areas of work capitalizing on different strategies such as a portfolio-based approach, the Accelerator Lab experimentation and strategic partnerships. It gained visibility and recognition as a preferred partner for nationally driven innovation, especially in anticipatory governance, energy transition, sustainable finance and digital and technological transformation in the public sector. The office was strategic in identifying opportunities and supporting high-impact initiatives and prospective developments.

Expanded innovation footprint but scaling remains elusive. While pilot projects were numerous and often promising, limited resources and institutional rigidity constrained integration into broader strategies. The evaluation found a need to balance the tendency to introduce new corporate conceptual frameworks, methodologies and support for 'made in Uruguay' innovation. While innovation raised UNDP's profile, it risked stakeholder fatigue and created expectations for continued support. With limited resources and weak integration into broader strategies, innovation efforts placed a heavy burden on the small team, creating a risk of overstretch.

From invisible work to visible results

UNDP Uruguay's long-standing support enabled significant achievements, particularly in policy and institutional strengthening, built over successive programme cycles. While progress was more limited in areas such as territorial disparities and social cohesion, UNDP's critical yet often 'invisible work' and role as articulator, facilitator and intermediary helped initiate key processes, foster dialogue and shape debates. This has potential to yield tangible results in the future.

UNDP's most recognized contributions were often behind the scenes. Across all CPD outcome areas, UNDP leveraged its national and regional expertise, strong reputation and high-level access to government to ensure continuity and build on past achievements. Beyond measurable outputs, the country office stood out for its long-term engagement, institutional memory and often uncaptured activities or 'invisible work'—facilitating dialogue, building trust, and brokering relationships. The highly dedicated country team cultivated collaborative approaches and multi-stakeholder dialogue to address overlooked issues on the public agendas. They enabled key processes and laying groundwork, seeded ideas and opened space for dialogue, reinforcing UNDP's strategic positioning to contribute to long-term transformation.

UNDP helped modernize public institutions and policies through systemic approaches. UNDP support for institutional frameworks responded to the need for a more adaptive, innovative public sector. By fostering multi-stakeholder dialogue, interinstitutional platforms and cross-sectoral strategies, UNDP helped steer service delivery toward more systemic contributions. This included both high-level policy work and demand-driven operational assistance, which remained the backbone of its engagement.

UNDP positioned itself as strategic partner and catalyst of innovation and future-oriented agendas. Innovation was not confined to single initiatives but embedded across all areas of work. Leveraging Uruguay's innovation drive and long-standing partnerships, UNDP promoted cross-sectoral engagement with local, regional and global actors to foster a forward-looking policy environment and support emerging topics and

experimentation. Catalytic investments, targeted technical assistance and knowledge sharing through UNDP's regional and global networks, alongside innovation platforms provided through the AccLab and Financing for Development (FfD), were central to aligning national priorities with global development challenges.

Bridging territorial gaps and fostering social cohesion remained cross-cutting priorities but faced challenges. UNDP's engagement under CPD Outcome 3 – focused on decentralization and reducing territorial inequalities – faced structural limitations, fewer entry points and limited national demand. Despite targeted efforts, Uruguay's decentralization process progressed unevenly due to over-regulated planning systems, challenges around intergovernmental coordination and transfer of competencies, and limited subnational capacities. While UNDP's contribution in this area was modest during the cycle, the evaluation found that addressing these governance gaps remains critical to achieving inclusive and territorially balanced development.

UNDP encountered continued structural and institutional barriers in fully advancing its gender equality agenda. Although there were gains in gender mainstreaming and evidence-based dialogues, progress was constrained by limited resources, shifting government priorities and internal challenges in articulating a focused and value-added gender offer. Strategic opportunities, such as building innovative coalitions and contributing to a renewed social compact, remain underutilized. Moving forward, deeper analysis and sustained commitment are required to close the implementation gap and ensure tangible progress on gender equality.

Strategic gains in the enabling environment

UNDP positioned as catalytic force in Uruguay, helping to advance the enabling environment for future-ready governance, environmental and climate leadership, pioneering sustainable finance and transforming private sector engagement – yet sustaining these gains demands deeper systemic integration, inclusive coalitions and bold scaling to turn pilots into lasting, nationwide change.

UNDP helped advance democratic governance and institutional modernization with focus on stronger citizen participation. Catalytic investments, anticipatory approaches and spaces for participation and dialogue helped drive the agenda for inclusive, anticipatory governance and innovation in public administration as well as digital public infrastructure. UNDP fostered dialogue across institutions and sectors, ranging from collaborations with Parliament, subnational authorities, political parties, the private sector, academia and civil society. However, structural change in Uruguay remains slow. Broader, more inclusive coalitions—especially with civil society and marginalized groups—are critical to overcoming centralized spaces and policymaking. Strengthening multi-stakeholder platforms and state–civil society collaboration remains a key priority to sustaining innovative, scalable results.

UNDP was instrumental in shaping policies and capacities for environmental and productive transformation. Its support to climate change, biodiversity, circular economy agendas, and integrating them into territorial planning generated notable gains. Its long-term engagement helped institutionalize processes, strengthen capacities and improve environmental governance, including support to the establishment and consolidation of the Ministry of Environment. UNDP's critical resource mobilization and the funding of technical staff allowed for continued development of environmental and climate change governance and progress in biodiversity protection. Despite the gains, sustainability risks persist, and systemic integration of environmental and economic priorities still require stronger institutional anchoring, resource allocation and incentives to secure long-term stability and effectiveness.

UNDP helped position Uruguay at the forefront of sustainable finance through its credibility, neutrality, and strategic partnerships. In a landscape dominated by IFIs, it took bold steps – supporting innovative finance instruments tied to climate and social indicators, fostering multi-sectoral collaboration, and acting as an

external verifier to strengthen transparency and governance. This marked a shift in UNDP's role and set a precedent for regional replication. These efforts helped open new pathways for cooperation and positioned Uruguay to influence regional approaches. Unlocking the full potential of these mechanisms and developing an investment portfolio aligned with sector strategies and the NDC, engaging decision-makers, integrating planning and investment units and strengthening frameworks were found to be critical moving forward.

UNDP shifted from a narrow to a more transformative approach to private sector engagement. The transformation towards clean energy in public transportation was a major achievement, impacting both Uruguay's energy sector and transport operators. The MOVÉS programme and Renewable Energy Innovation Fund demonstrated the potential for incentivizing public-private partnerships to balance economic viability with environmental commitments. Similarly, the advancement of waste management and circular economy strategies implied a shift from compliance-driven practices to proactive and viable strategies, aligned with Uruguay's environmental goals. However, enforcing regulatory frameworks and mobilizing alternative financing remain critical to scale pilot initiatives and embed private sector engagement more deeply in development strategies.

The cost of doing more with less

UNDP's funding model in the context of a NCC largely influenced the ability of the country office to implement the CPD as planned and to maximize contributions through more interconnected cluster work. Given the ambition of an innovative and forward-looking organization, it required more flexibility, strategic investment opportunities and adequate corporate structures to deliver on commitments.

UNDP's funding model determined its ability to fully deliver on CPD ambitions. Funding both enabled and constrained UNDP's work, facilitating investment in technical inputs, innovation, and capacity development, while also requiring constant adaptation. UNDP remained an influential partner in Uruguay, given its catalytic role in mobilizing multi-donor funds (e.g., GEF, GCF) and seed financing. Its presence facilitated large-scale investments, effective inter-agency coordination, and creative use of limited resources to advance innovation, technical support and capacity development. Securing greater government cost-sharing under Uruguay's NCC status remained a balancing act, particularly negotiating leeway and aligning demand-driven responsiveness with strategic CPD priorities. At the same time, UNDP showed remarkable creativity in leveraging even small resources.

A diverse portfolio largely concentrated around few key CPD outputs limiting strategic coherence. Several outputs remained underfunded, and the results framework did not fully capture the scope of work. Broader initiatives, including the AccLab and pilot projects, were insufficiently integrated into policy-level programming. While project silos prevailed, the environmental portfolio stood out for its coherence and scale. Other areas struggled to achieve cross-cluster integration or fully adopt a portfolio-based approach due to institutional fragmentation and resource constraints.

Corporate rigidity hindered adaptation to emerging priorities. UNDP's ambition to innovate often clashed with corporate systems designed for conventional project delivery and financing approaches. This was especially evident in areas like private sector engagement and development finance, where flexibility, agility and risk appetite are essential. The misalignment between the ambition to innovate and structural limitations remains a key challenge.

Scaling successful pilots require political will and strategic investment. Funding constraints, limited progress of Uruguay's decentralization process and related capacity limitations affected the scaling of pilots. Advancing these efforts required stronger advocacy and greater political commitment at the national level. Systematization and evaluation of models and pilot approaches to assess results and conditions for replicability remain critical to support their broader adoption and institutionalization.

CHAPTER 4

RECOMMENDATIONS AND MANAGEMENT RESPONSE

Recommendations

UNDP's decades of experience in Uruguay underscores critical lessons and persistent challenges requiring integrated approaches and broader alliances. Its evolution from a project implementer to a strategic partner highlights the potential and limitations of international cooperation in a high-income country.

The upcoming change of government and departmental and municipal elections in May 2025 provide a propitious ground to take stock and further rethink the 'Uruguay of the future' which will shape the next UN cooperation framework and UNDP country programme. Balancing operational services with transformative change requires strategic allocation of resources for maximum impact and flexibility to respond to both emerging opportunities.

Regarding future opportunities, UNDP's offer remains most compelling in the following:

- Connecting national, regional and global agendas, with focus on generating opportunities for more South-South/triangular cooperation and attention to supranational levels around shared challenges across borders and as a region; and
- Facilitating integrated policy innovation, governance mechanisms, and capacity development at different levels, informed by evidence, best practices and international experience.

Drawing on evaluation findings, stakeholder insights and conclusions, several key priorities emerge for the next programming cycle.

Recommendation 1: Strengthen joint analysis and intensify exchange and advocacy around shared supranational and regional development agendas.

UNDP Uruguay, with support from the Regional Bureau and in collaboration with other high-income country offices, should deepen joint analysis, peer exchange and regional advocacy around shared development agendas from a supranational perspective – such as sustainable transformation of the production matrix, regional and global value chain integration, circular economy and cross-border value chains (i.e. nearshoring), demographic shifts, migration and security and organized crime. To enhance its relevance and influence, further sophistication of UNDP's value proposition is needed by clarifying its risk appetite, aligning strategic investments and adapting corporate structures and policies to support transformative contributions.

Given its NCC status and the funding model, similar to that of Argentina and other countries in the region, requires balancing core work with strategic exploration of emerging themes and areas. This calls for sustained investment in technical and operational capacities, greater use of foresight and systems thinking and stronger engagement with regional and global expertise. UNDP should act across three levels:

- **Strategic level:** UNDP must better leverage cross-country knowledge exchange and strengthen its narrative, visibility and measurement of contributions at both country and regional levels—demonstrating the quality and value of its support in addressing national development challenges.
- **Programmatic and operational level:** A sustainable growth strategy requires a realistic assessment of the country office's investment capacity — particularly in terms of staff time, expertise, learning opportunities, and access to catalytic resources for strategic initiatives.
- **Institutional level:** This entails addressing bottlenecks in corporate systems, refining planning and budgeting frameworks and enhancing monitoring and evaluation to support adaptive management and accountability.

Recommendation 2: Continue to foster innovation and exploration as central to UNDP's added value in Uruguay.

Innovation and exploration add value to UNDP's role in Uruguay, offering inward and outward opportunities. To ensure strategic focus, innovation efforts should be guided by cost-benefit analyses, enabling conditions, and resource and capacity requirements. Ahead of the next CPD, UNDP should collaborate with national and international partners to co-design a nationally driven, integrated innovation portfolio that advances both development financing and South-South/triangular cooperation objectives.

While global innovation initiatives may bring additional resources, the country office must assess what is contextually relevant, fit-for-purpose and can be sustained over time. The following aspects should be considered:

- Innovation efforts should focus on clear strategies and locally and nationally driven processes or ideas that ensure conditions for: (i) institutionalization, (ii) cross-sectoral adoption to maximize impact and resource efficiency, and (iii) viable financing models, with an emphasis on private sector participation and opportunities to serve multiple objectives (e.g., links between economic, environmental or social objectives).
- UNDP adds value as an articulator between different actors, levels of government and initiatives to promote innovation. This role demands strategic foresight, intelligence work and contextual adaptation of useful regional and global experiences—requiring investment of time from both the country and regional offices.
- Greater attention and resources are needed to systematize experiences (including new methodologies and tools for monitoring and evaluation), learn and generate knowledge from Uruguay for wider dissemination and in support of South-South/triangular cooperation.

Recommendation 3: Focus on opportunities for new financial instruments and strengthening of governance structures and accountability frameworks.

Given Uruguay's potential to scale sustainable development financing and public-private partnerships, UNDP's next country programme should prioritize leveraging existing and new financial instruments to address funding gaps, advance national development priorities and support policy implementation. This requires refining UNDP's role to address key capacity and governance gaps, enhancing its value proposition, and contributing to national and global commitments. A cross-cutting focus should be placed on improving governance mechanisms—particularly results-based management, accountability and transparency frameworks within public institutions.

In the next programming cycle, while continuity is expected in many areas, UNDP should strengthen three strategic pillars:

- **Government effectiveness and governance mechanisms:** integrating RBM, public policy evaluation (incl. impact assessments for long-standing public programmes) and accountability more systematically across all areas.
- **Development financing and instruments:** embedding sustainable financing strategies within permanent governance systems to ensure sustainable resource allocation and mobilization for implementing policy and regulatory frameworks, particularly for central and decentralized services (e.g. Ministry of Environment and its associated Directorates).
- **Territorial development and decentralization:** promoting the furtherance of the decentralized agenda, supporting local government capacities and enhancing support for locally driven, interconnected initiatives aligned with local, subnational and national development agendas.

UNDP Uruguay also has the opportunity to deepen government engagement through flexible, innovative implementation and financing models. Such strategies can unlock broader collaboration and help address financial and structural challenges. However, UNDP at the corporate level must ensure the necessary adaptations and systems are in place to respond swiftly and effectively to emerging opportunities.

Recommendation 4: Refine the Gender Strategy and leverage territorial advantages.

UNDP Uruguay should further refine its analysis and value proposition around the Gender Strategy and action plan, leveraging its comparative advantages—particularly at the territorial level—to address persistent gender gaps and social disparities. In a context of limited resources, this calls for bold, creative and strategic alliances with civil society, youth and women's groups, academia, national experts and other UN agencies. The country office should concentrate efforts on one or two priority themes—such as the care economy and gendered political participation—to deepen its technical contributions, drive evidence-based advocacy and enhance its influence. The following should be considered:

- Effective implementation of the gender action plan requires whole-of-office commitment, including dedicated time, resources and institutional support for engagement and collaboration.
- Given the complexity of inequality and gender gaps in Uruguay, a more focused, value-added agenda approach is needed – grounded in integrated perspectives and granular, evidence-based analysis to inform actionable agendas.
- Building on collaborations with the Special Future Commission and political parties, UNDP should consider generating a deeper understanding of polarization and territorial divisions, with an analysis of disaggregated voting patterns and citizen participation. In addition, incorporating gender and territorial perspectives in the promotion of a National System of Comprehensive Care could enrich the debate and guide the development of more adapted and effective strategies.

For the next CPD, the country office should move beyond output-level targets or generic gender mainstreaming in indicators and instead align the integration of gender and LNOB with the Gender Strategy's proposed alliances, dedicated resources and strong M&E tools to measure progress and transformative change.

Management response

This management response outlines the commitments and planned actions of the UNDP Uruguay Country Office (CO) in response to the findings and recommendations presented in the Independent Country Programme Evaluation (ICPE) for Uruguay, applicable to the CPD 2021-2025. The evaluation underscored UNDP's key strengths in driving innovative agendas on anticipatory governance, digital public infrastructure and sustainable finance, while consolidating environmental governance and fostering locally driven territorial development. It also identified opportunities to strengthen strategic positioning, improve evaluation systems, enhance communication and visibility of results, advance gender equality and promote more transformative, systemic approaches.

The CO acknowledges the relevance of the ICPE's main findings and conclusions and fully accepts all recommendations, with the exception of one addressed to the Regional Bureau for Latin America and the Caribbean, which is partially accepted. To enhance institutional accountability and the CO's continuous improvement, this document presents the justification and detailed actions for each recommendation, including timeframes, responsible units and their status.

Date: May 2025

Country Office Resident Representative, i.A.: Paloma Morazo Pérez

Deputy Resident Representative: Paloma Morazo Pérez

Monitoring and Evaluation Analyst: Sofia Cancela

RECOMMENDATION 1.

Strengthen joint analysis and intensify exchange and advocacy around shared supranational and regional development agendas.

UNDP Uruguay, with support from the Regional Bureau and in collaboration with other high-income country offices, should deepen joint analysis, peer exchange, and regional advocacy around shared development agendas from a supranational perspective. These include sustainable transformation of the production matrix, regional and global value chain integration, circular economies and nearshoring, demographic shifts, migration, security and organized crime. To enhance its relevance and influence, further sophistication of UNDP's value proposition is needed by clarifying its risk appetite, aligning strategic investments and adapting corporate structures and policies to support transformative contributions.

Given its NCC status and the funding model, similar to that of Argentina and other countries in the region, the UNDP requires balancing core work with strategic exploration of emerging themes and areas. This calls for sustained investment in technical and operational capacities, greater use of foresight and systems thinking and stronger engagement with regional and global expertise. UNDP should act across three levels:

- **Strategic level:** UNDP must better leverage cross-country knowledge exchange and strengthen its narrative, visibility and measurement of contributions at both country and regional levels—demonstrating the quality and value of its support in addressing national development challenges.
- **Programmatic and operational level:** A sustainable growth strategy requires a realistic assessment of the country office's investment capacity—particularly in terms of staff time, expertise, learning opportunities and access to catalytic resources for strategic initiatives.
- **Institutional level:** This entails addressing bottlenecks in corporate systems, refining planning and budgeting frameworks and enhancing monitoring and evaluation to support adaptive management and accountability.

Management response: Partially accepted

UNDP Uruguay recognizes the importance of strengthening joint analysis and intensifying exchange around shared agendas and plans to continue participating in instances of work and exchange between the different UNDP offices already established. These include the regular meetings of Resident Representatives (regional and subregional Southern Cone) and Deputy Resident Representatives; the Communities of Practice of the Thematic Areas; and the implementation of the Regional Programme (with regional initiatives such as the Regional Human Development Reports; the Democracy and Development Report and the Artificial Intelligence Atlas or collaborative governance).

The recommendation is partially accepted to the extent that the implementation of all suggestions may require adjustments to corporate structures and policies that must be carefully evaluated. It is proposed to continue with an analysis of national and regional agendas and to determine priority areas for collaboration and knowledge exchange. At the same time, it will seek to strengthen the mechanisms for measuring UNDP results and contributions in Uruguay, emphasizing the need to deepen systematization and scalability analysis that favors the exchange of experiences and the adoption of evidence-based public policies.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
1.1 Continue with the analysis of national and regional agendas and identify priority areas for collaboration and exchange of knowledge.	October 2025	RBLAC and CO-Management	New UNDP Regional Programme for LAC, Regional Reports, POPs, RR Meetings and RRFs	
1.2 Continue to promote UNDP's role as a facilitator and enabler of regional and global good practices for national actors. To contribute to a greater extent to the generation of spaces for exchange and dialogue between national and regional actors.	December 2030	RBLAC and CO		
1.3 Define an action plan that seeks to strengthen the quality of the evaluations of the Country Program.	December 2025	CO		

RECOMMENDATION 2.

Continue to foster innovation and exploration as central to UNDP's added value in Uruguay.

Innovation and exploration add value to UNDP's role in Uruguay, offering inward and outward opportunities. To ensure strategic focus, innovation efforts should be guided by cost-benefit analyses, enabling conditions and resource and capacity requirements. Ahead of the next CPD, UNDP should collaborate with national and international partners to co-design a nationally driven, integrated innovation portfolio that advances both development financing and South-South/triangular cooperation objectives.

While global innovation initiatives may bring additional resources, the country office must assess what is contextually relevant, fit-for-purpose and can be sustained over time. The following aspects should be considered:

- Innovation efforts should focus on clear strategies and locally and nationally driven processes or ideas that ensure conditions for: (i) institutionalization, (ii) cross-sectoral adoption to maximize impact and resource efficiency and (iii) viable financing models, with an emphasis on private sector participation and opportunities to serve multiple objectives (e.g., links between economic, environmental or social objectives).
- UNDP adds value as an articulator between different actors, levels of government and initiatives to promote innovation. This role demands strategic foresight, intelligence work and contextual adaptation of useful regional and global experiences—requiring investment of time from both the country and regional offices.
- Greater attention and resources are needed to systematize experiences (including new methodologies and tools for monitoring and evaluation), learn and generate knowledge from Uruguay for wider dissemination and in support of South-South/triangular cooperation.

Management response: Accepted

Innovation and exploration are central to UNDP's role in Uruguay. One of the priorities of the new government administration in Uruguay is innovation, science and technology and in this sense the DPP will consider it as a transversal axis.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
2.1 Mainstreaming the innovation, science and technology axis in the DPP, in agreement with AUCI and relevant national counterparts.	February 2026	CO-Management	New UNDP Regional Programme for LAC, Regional Reports, POPs, RR Meetings and RRFs	
2.2 Enhance South-South and Triangular Cooperation through the DPP in coordination with AUCI.	December 2030	CO-Management		

2.3 Identify and promote best practices and regional experiences for broader dissemination.	December 2025	CO-Management; RBLAC		

RECOMMENDATION 3.

Focus on opportunities for new financial instruments and strengthening of governance structures and accountability frameworks.

Given Uruguay's potential to scale sustainable development financing and public-private partnerships, UNDP's next country programme should prioritize leveraging existing and new financial instruments to address funding gaps, advance national development priorities and support policy implementation. This requires refining UNDP's role to address key capacity and governance gaps, enhancing its value proposition, and contributing to national and global commitments. A cross-cutting focus should be placed on improving governance mechanisms—particularly results-based management, accountability and transparency frameworks within public institutions.

In the next programming cycle, while continuity is expected in many areas, UNDP should strengthen three strategic pillars:

- Government effectiveness and governance mechanisms: integrating RBM, public policy evaluation (including impact assessments for long-standing public programmes) and accountability could be implemented more systematically across all areas.
- Development financing and instruments: embedding sustainable financing strategies within permanent governance systems to ensure sustainable resource allocation and mobilization for implementing policy and regulatory frameworks, particularly for central and decentralized services (e.g. Ministry of Environment and its associated Directorates).
- Territorial development and decentralization: promoting the furtherance of a decentralized agenda, supporting local government capacities and enhancing support for locally driven, interconnected initiatives aligned with local, subnational and national development agendas.

UNDP Uruguay also has the opportunity to deepen government engagement through flexible, innovative implementation and financing models. Such strategies can unlock broader collaboration and help address financial and structural challenges. However, UNDP at the corporate level must ensure the necessary adaptations and systems are in place to respond swiftly and effectively to emerging opportunities.

Management response: Accepted

Financing for development, the territorial approach and effective governance are priority areas of convergence for UNDP and the new government administration and in this sense, they will be incorporated into the DPP. It is worth highlighting the progress in the establishment of a portfolio of finance for development with public-private financing and innovative instruments in the field of climate and social finance.

◀ Recommendation 3 (cont'd)

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
3.1 Incorporate a governance axis and new institutional capacities in the DPP, in agreement with AUCI and relevant national counterparts.	February 2026	CO-Management		
3.2 Strengthen the territorial development approach in the DPP in coordination with AUCI and OPP.	February 2026	CO-Management		
3.3 Deepen mainstreaming in the DPP the finance for development axis, with innovative approaches, in agreement with AUCI and relevant national counterparts.	February 2026	CO-Management		
3.4 Continue to promote public-private partnerships with the Government for the development of a portfolio of proposals for financial instruments that address prioritized development gaps.	December 2030	CO-Management; RBLAC; Sustainable Finance Hub; BMS		

RECOMMENDATION 4.

Refine the Gender Strategy and leverage territorial advantages.

UNDP Uruguay should further refine its analysis and value proposition around the Gender Strategy and action plan, leveraging its comparative advantages—particularly at the territorial level—to address persistent gender gaps and social disparities. In a context of limited resources, this calls for bold, creative, and strategic alliances with civil society, youth and women's groups, academia, national experts and other UN agencies. The country office should concentrate efforts on one or two priority themes—such as the care economy and gendered political participation—to deepen its technical contributions, drive evidence-based advocacy and enhance its influence. The following should be considered:

- Effective implementation of the gender action plan requires an entire office commitment, including dedicated time, resources and institutional support for engagement and collaboration.
- Given the complexity of inequality and gender gaps in Uruguay, a more focused, value-added agenda approach is needed—grounded in integrated perspectives and granular, evidence-based analysis to inform actionable agendas.

- Building on collaborations with the Special Future Commission and political parties, UNDP should consider generating a deeper understanding of polarization and territorial divisions, with an analysis of disaggregated voting patterns and citizen participation. In addition, incorporating gender and territorial perspectives in the promotion of a National System of Comprehensive Care could enrich the debate and guide the development of more adapted and effective strategies.

For the next CPD, the country office should move beyond output-level targets or generic gender mainstreaming in indicators and instead align the integration of gender and LNOB with the Gender Strategy's proposed alliances, dedicated resources and strong M&E tools to measure progress and transformative change.

Management response: Accepted

The country office in Uruguay will continue to refine its analysis and value proposition with respect to its Gender Strategy and action plan. Closer collaboration will be sought with civil society organizations, women's and youth groups, academia and other UN agencies.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
4.1 Mainstreaming the gender approach in the DPP, in agreement with AUCI and relevant national counterparts.	February 2026	CO-Management		
4.2 Promote and agree with the Government on partnerships with civil society, academia and other UN AFPs for the development of gender-transformative initiatives.	December 2030	CO-Management		
4.3 Strengthen the work of mainstreaming the gender approach, aiming to achieve a qualitative leap in the level of the Gender Equity Seal that the office currently has.	June 2027	CO-Management; RBLAC; BPPS-Global and Regional Gender Team.	Enhancing the role of the Gender Focus Group and the two gender focal points.	
4.4 Contribute to positioning the gender agenda in the country's political and parliamentary debate, with a focus on the issues that are agreed to be prioritized.	December 2030	CO-Management	Working with the Interagency Gender Group.	

* Implementation status is monitored electronically in the Assessment Resource Center (ERC) database.

ANNEXES

Annexes to the report (listed below) are available in the Evaluation Resource Centre at https://erc.undp.org/evaluation/documents/download/24853.

Annex 1. Evaluation terms of reference

Annex 2. Evaluation matrix

Annex 3. List of projects reviewed

Annex 4. Country office at a glance

Annex 5. Country programme performance rating

ENDNOTES

[1] UNDP Evaluation Policy, 2025, https://popp.undp.org/document/evaluation-policy

[2] UNEG reference document, 'Mapping Decentralised Evaluation Functions Across UN agencies', UNEG, 2025 http://www.unevaluation.org/document/detail/1914

[3] UNDP Evaluation Policy, 2025, https://popp.undp.org/document/evaluation-policy

[4] See UNDP IEO, The Gender Results Effectiveness Scale (GRES): A Methodology Guidance Note', UNDP, https://erc.undp.org/pdf/GRES_English.pdf

[5] Bertelsman Institute Transformation Index, Uruguay Country Reports (2020 to 2024), BTI 2024; Freedom House, Uruguay: Freedom in the World 2024 Country Report | Freedom House; UNCT Uruguay, 'Common Country Analysis, Recommendations of the United Nations system in Uruguay regarding post COVID recovery policies', UNCT, 2020; UNDP Uruguay, 2021, Transitions towards sustainable development in Uruguay. Contributions to the debate | United Nations Development Programme

[6] This includes laws, regulatory frameworks and initiatives around sustainable mobility, the legalization of cannabis and food biotechnology.

[7] The survey results show the trust levels in government at 56% (LAC: 27%); electoral authority at 64% (LAC: 31%); parliament at 51% (LAC: 20%); judiciary at 56% (LAC: 25%); and political parties at 33% (LAC: 13%). Latinobarómetro, 'Annual report', 2023, https://www.latinobarometro.org/

[8] In 2021 per capita income in Uruguay was US$18,000 compared to US$8,000 of the Latin American average. In 2023 it amounted US$23,000 while for Latin America, it was US$10: UNDP, 'Evaluation Policy 2025-2030', UNDP, 2025, https://popp.undp.org/document/evaluation-policy

[9] Despite persistently high inflation, the country has maintained stable macroeconomic indicators, with gross national income per capita rising from USD 18,230 in 2019 to USD 19,530 in 2023. The country recovered steadily from the COVID-19 pandemic and a severe 2022–2023 drought that significantly impacted agriculture. Ibid.

[10] Uruguay has low poverty and almost no extreme poverty, with rates falling from 11.6% in 2020 to 10.6% in 2021, though still above 2019's 8.8%. Inequalities persist, with higher poverty among Afro-descendants (19.9%) and children (18.6–19.4%): World Bank, 'Poverty and Equity Brief Latin America & the Caribbean, Uruguay', WB, 2023, Poverty and Equity Briefs. Regarding the fiscal deficit, the Government Budget in Uruguay averaged -2.22 percent of GDP from 2000 until 2018, and reaching a record of -5.10 percent of GDP in 2020, -3.1 in 2023 and has further increased to -4.4% in August 2024, according to the Ministry of Economy and Finance statistics.

[11] Uruguay's suicide rate has increased from just over 21 per 100,000 inhabitants in 2019 to 23 per 100,000 in 2022—more than double the regional average: Uruguay Ministry of Health, 2023; PAHO, 'Mental Health Profile Uruguay', PAHO, 2018, The Burden of Mental Disorders in the Region of the Americas, 2018.

[12] An increase of 55% since 2019 and mostly concentrated in Montevideo (2,553 unhoused people): Ministry of Social Development (MIDES), 'Survey of people living on the Street', 2023, Survey of people living on the street in Montevideo 2023.

[13] People experiencing homelessness showed an increase of 55% since 2019 and mostly concentrated in Montevideo (2,553 unhoused people). Ministry of Social Development (MIDES): Survey of people living on the street in Montevideo 2023. The prison population has nearly doubled over 15 years, rising from 8,324 in 2009 to 15,767 in 2024. In 2023, 40% of inmates faced conditions hindering social reintegration, while 43% endured cruel, inhuman, or degrading treatment. With facilities operating at 121% capacity, the country now has the world's 10th highest incarceration rate: Comisionado Parlamentario Penintenciario, 'Informe Anual, Situation del sistema carcelario y medidas alternativas', Government of Uruguay, 2023.

[14] The summary of key challenges is based on the documents outlined in footnote 1, in addition to the following: UNCT Uruguay (2020 and 2023); SWAP Gender Equality Scorecard, 'Annual Progress Report'; UNDP country programme, 'Document for Uruguay 2021–2025', 2024; UNDP Uruguay, 'Fiscalidad y Género. Análisis de los sesgos de género en el sistema tributario uruguayo', UNDP, 2024; UNDP Uruguay, 'Hacer ciudad: la segregación socioespacial en el centro de la política urbana. Serie Ideas para agendas emergentes', UNDP, 2021; UNICEF Country Office Annual Report , 'Update on the context and situation of children', UNICEF, 2023; World Bank,; Social Inclusion in Uruguay', WB, 2020.

[15] Female labor force participation in Uruguay remains 17 points below men's, with women holding just 11 percent of top management roles and owning 12 percent of firms—an estimated 13 percent loss in per capita GDP. Parliamentary representation is 26 percent, below regional and structural averages. Genderbased violence is widespread, with rising domestic violence cases and limited progress on Law No. 19.580 due to resource and funding constraints. World Bank, 2020; UNDP, 2024; Uruguay Ministry of Interior, 2024.

[16] The analyst position is equivalent to team leader, coordinator or senior technical advisor roles in other country offices. The assistant profile fulfils both administrative and technical support services.

[17] Financial information and number of projects (based on recorded Output ID) for the period from 2021 to December 2024. The evaluation only includes expenditures of projects listed in Annex 3. Source: Atlas and PowerBi/Quantum (latest update February 24, 2024).

[18] The percentages correspond to the digital and innovation markers and reflect the extent to which the project integrate these aspects in a scale from 'to some extent' to 'significantly'. Compared to data from the ICPE 2019, the number of initiatives that integrate innovative aspects increased notably. Source: Quantum data (October 2024) and ICPE 2019.

[19] Following as part of the initiative 'Dialogue About' ("Dialogar Acerca"), youth representatives of the parties Colorado, Frente Amplio, Nacional, Independiente and Cabildo Abierto elaborated (with support of UNDP), the document 'Agreements of the Political-Partisan Youth of Uruguay', August 2024: https://www.undp.org/es/uruguay/publicaciones/documento-de-acuerdos-de-las-juventudes-politico-partidarias-del-uruguay Examples of other Special Future Commissions in the region and around the world, the Special Bicameral Commission on the Future was created under Law 19,509 of July 2017 and has been in operation since 2021.

[20] The event was hosted by the Parliament of Uruguay and the Inter-Parliamentary Union (IPU). The first World Summit was held in Helsinki in October 2022 and laid the foundation for more engagement of parliaments, fostering collaboration, knowledge-sharing, and the development of new skills and competencies related to the "use of the future" in present decision-making processes.

[21] The platform was created and briefly existed in 2018 and which aims to promote cross-party cooperation to increase youth participation in politics. The initiative 'Systemic engagement for an inclusive public sphere' supported its reactivation and dynamization. UNDP URU/23/005 Progress Report, June 2024.

[22] As part of the initiative 'Dialogue About' ("Dialogar Acerca") youth representatives of the parties Colorado, Frente Amplio, Nacional, Independiente and Cabildo Abierto elaborated, with support of UNDP, the document 'Agreements of the Political-Partisan Youth of Uruguay', August 2024: https://www.undp.org/es/uruguay/publicaciones/documento-de-acuerdos-de-las-juventudes-politico-partidarias-del-uruguay

[23] These include experimentation in public sector management; deliberative and inclusive democracy; knowledge economy in the context of the green and digital transition; anticipatory parliamentary practices; mission-oriented innovation, etc. UNDP renewed and established new collaborations with different national universities (Universidad de la República Oriental del Uruguay and Universidad Católica del Uruguay) and international (University Warwick and University Pompeu Fabra).

[24] The School of Government of the Parliament of Uruguay aims to improve the quality of parliamentary management by strengthening the technical skills of new generations of parliamentary representatives and teams of advisors. Source: https://www.fundacionmgimenezabad.es/escuela-gobierno/uruguay

[25] PROPACI is a tool that seeks to promote citizen participation, which is recognized in the Constitution of the Republic. It works through an online platform designed so that everyone can participate, making their comments or contributions to the Bills in process, as well as submitting their proposals.

[26] Uruguay's transition from biennial to annual greenhouse gas reporting puts it on par with much larger economies, while the development of 94 tools and methodologies (far exceeding the target of 34) demonstrates the country's growing technical sophistication.

[27] In December 2022, Uruguay submitted its second NDC, reflecting a significant increase in ambition compared to its first NDC and reinforcing its commitment to emission stability and carbon neutrality. Key elements include the establishment of absolute unconditional mitigation targets for three main greenhouse gases (CO2, CH4, and N2O) to be met by 2030, and an enhanced focus on reducing GHG emissions intensity from beef production, while maintaining its commitment to preserving 100% of the native forest and enhancing carbon stocks. Additionally, Uruguay included hydrofluorocarbons (HFCs) in its mitigation targets with a goal to reduce HFC emissions by 10% by 2030, aligning with the Kigali Amendment to the Montreal Protocol. Source: Revised NDC

[28] Uruguay's National Climate Change Response System (SNRCC) was established in 2009 to coordinate and plan public and private actions aimed at preventing, mitigating, and adapting to climate change and variability. The system is overseen by the Ministry of Environment and includes a Coordination Group comprising representatives from key ministries, the National Emergency System, the Office of Planning and Budgeting, the Congress of Mayors, and the Uruguayan Institute of Meteorology. The SNRCC has been instrumental in developing Uruguay's climate policies, including the National Climate Change Policy (PNCC) adopted in 2017. This policy provides a strategic framework guiding the country's long-term efforts to address climate change challenges.

[29] In the framework of the project five agreements were signed with public transportation companies (CUCTSA, COETC, COMESA, UCOT, CODELESTE). An economic incentive was made available to the operators for the incorporation of electric buses (USD 100K of Moves funds for each operator). Source: ProDoc and Final Evaluation.

[30] CUCTSA is the main public transport operator nationwide, with two thirds of the market in Montevideo and 20% in the metropolitan area (suburban sector). The company has 1,154 buses, 120 lines, 5,000 direct collaborators between partners and employees, and 170 million passengers. It consumes about 30 million liters of diesel per year (90 million kilometers). Source: CUCTSA.

[31] UNDP's contributions and positioning of an innovation agenda is integrated into different areas of work highlighted in this report under findings 1, and particularly findings 4-6, including initiatives, such as Deep demo and pilots/ experiments, mission-oriented innovation, the support to the futures commission, etc., which are lines of action from the same innovation strategy.

[32] DPI is a set of digital components that enable the development and delivery of public and private services, based on principles of openness, interoperability and scalability to establish inclusive, efficient, innovative, secure and flexible digital ecosystems.

[33] Through the mobile App citizens can receive messages of their interest and notices about the procedures / services/ requests they have submit to a state office. https://www.gub.uy/

[34] Barreiro, J,'Salvaguardas de la DPO. Contibuciones de Uruguay', Presidential Offic/AGESIC, 2024. Salvaguardas de la DPI. Contribuciones de Uruguay

[35] According to the UNDESA Survey, Uruguay is ranked first in the LAC region for digital government and leads in the Government AI Readiness Index. It also stands out in cybersecurity, ranking fifth in the Americas according to the Global Cybersecurity Index (GCI). Uruguay's commitment to transparency and open government is also recognized, as it ranks first in LAC on the Open Data Barometer and was the first country in the region to join the Digital Nations, a global coalition of digital governments.

[36] The campaign was launched in November 2023, bringing together countries to commit to sharing learnings, best practices, and technologies with the goal that by 2028 50 countries design, launch, and scale components of their digital public infrastructure as an enabler of sustainable and inclusive development. The campaign is supported by the Bill and Melinda Gates, the Center for Digital Public Infrastructure, Co-Develop, the Digital Public Goods Alliance and UNDP, with support from GovStack, IADB, USAID, UNICEF and UN Women. For more detail: https://50in5.net/

[37] Summit of the Future September 2024 and Global DPI Summit October 2024.

[38] The program has a reach of 3000 beneficiaries, with emphasis on women and young people in situations of socioeconomic vulnerability. In partnership with public institutions and municipalities, the program offers socio-educational internships and training that contribute to strengthening employment skills. At the end of the internship, participants are included in a second phase, where they are included in a job bank for a year with the possibility of joining a "sponsor" company based on their performance and according to the demand for job profiles requested. Source: MIDES Dirección Nacional de Gestión Territorial.

[39] The pilot has a reach of 500 beneficiaries, selected based on random sampling with exclusion criteria carried out by the University of Montevideo and the mutual agreement to fulfil specific conditions to receive support over a period of 6 months. Beneficiaries are accompanied by a technical referent who provides guidance on the social protection matrix in general and MIDES in particular (shelters, food programmes, health, documentation, and educational/labor reintegration). Source: DINALI/MIDES.

[40] Uruguay and the Finnish multinational UPM signed a US$3.3 billion agreement in July 2019 to build a greenfield eucalyptus pulp mill in the center of Uruguay near the city of Paso de los Toros. This is the largest foreign direct investment in the country's history, estimated to bring thousands of new jobs and boost GDP.

[41] The REIF focuses on activating large-scale financing accompanied by technical assistance for businesses, including SMEs, that support new and emerging green projects that drive the second energy transition around 4 main areas: Electric Mobility, Energy storage and demand management, Power to X and Waste

management and treatment. Loans range between US$30,000 - US$100,000, unlocking the great potential for exponential leverage, growth, job creation. More details: https://www.jointsdgfund.org/article/innovative-finance-clean-tech-solutions-uruguay

[42] This initiative supported through the Innovation Facility 2.0 and the UNDP Strategy and Innovation Unit with a budget of US$ 200,000.

[43] The agency's creation—together with the MSP and Salud.uy—of two dashboards in the platform that track cases and ICU bed occupancy helped the government fulfill its commitment to transparency with the population. Before the March 13, 2020, declaration of a public health emergency, the *MIRA* was for government use only, but that has since changed. Source: IDB, 'Uruguay's Digital Strategy for COVID-19. Special Edition. Digital Health Case Studies'. Edition 04, 9999 (2022).

[44] Canelones, Uruguay's most decentralized department with 32 municipalities, combines strategic logistical importance—hosting the international airport, main transport routes, and key urban–rural linkages. It contributes 15% of GDP and has shifted from a rural base to a developed region with microregions supporting environmental governance. Source: Strategic Plan. Intendencia de Canelones.

[45] This includes resources through the Uruguay-Mexico cooperation fund for an interdepartmental tourism initiative, and metropolitan mobility funded by CAF. In addition, the development of scientific and technological parks, such as the Pando Technological Park and the Parque de la Ciencia, have attracted global companies like Google. Source: Intendencia de Canelones

[46] The Youth Climate Action project developed in collaboration with UNICEF, INAU and the Ministry of Environment focused on climate change awareness raising and actions in different schools across the country. Through the Climate Promise projects, engaging students, youth and young climate activists from across the country to voice concerns and propose actions.

[47] Developed through the AccLab the initiative raised awareness and support from individuals, companies, and organizations, funding the planting of 1,111 trees while promoting community engagement activities.

[48] UNDP supported the upgrade and expansion to strengthen the implementation of Plan Vale. It transformed into a comprehensive circular economy platform including recycling drop-off locations, Composting sites, Repair service locations and Reuse opportunities. Source: CEMPRE.

[49] CAIFs, co-managed centers by INAU and civil society organizations, provide comprehensive early childcare services for children aged 0-3 and their families through the committed parenting approach and co-responsibility. The services offered include education, psychological support, and nutritional programmes. The centers are strategically located in vulnerable areas, particularly in economically disadvantaged neighborhoods. While INAU funds operations based on the number of children enrolled, CSOs manage the daily administration and hiring of staff, ensuring community participation. The network integrates 500 CAIFs across the country in urban and rural areas.

[50] The Plan CAIF celebrated 35 years of existence in 2023, while PMD initiated in 1999. Both started as pilot programmes that transformed into public policies.

[51] MVOT and Intedencia de Montevideo.

[52] The MPI and its first measurement are scheduled to be published in February 2025.

[53] These include strengthening of gender institutional frameworks in the public and private sector, and new public policy agendas designed with an intersectionality framework and integrated holistic approaches to leave no one behind (Outputs 2.4 and 3.4).

[54] AUCI and the Regional Bureau signed a declaration of interest in April 2024 aimed at promoting South-South and Triangular Cooperation aimed to facilitate capacity transfer and provide more effective responses to the development challenges facing Uruguay and the region.

Independent Evaluation Office
United Nations Development Programme

Independent Evaluation Office
United Nations Development Programme
One UN Plaza, DC1-20th Floor
New York, NY 10017, USA
Tel. +1 (646) 781 4200

/www.undp.org/evaluation
/UNDP_Evaluation
/evaluationoffice
/undp-ieo

Evaluations for a #strongerUNDP